

PUBLIC SERVICES & FACILITIES ELEMENT

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Public Services & Facilities Element

Vision

A City where local governmental services, including police, fire and recreation, meet the needs of its citizens. Where municipal buildings, parks, streets, and other public facilities are well maintained.

A City where sound economic development practices have retained and attracted many successful businesses, providing jobs for its citizens and a sound revenue base for City operations.

A City which has maintained and improved its Downtown as a focal point for community activities, as well as a place for operating a business, shopping, celebrating, and living.

A City where travel is safe and easily accommodated, whether by mass transit, in an automobile, on a bicycle, or as a pedestrian.

Public Services and Facilities

Goals:

MUNICIPAL FINANCES

- Goal 1: A balance of City services that achieves public expectations
- Goal 2: City facilities to safely and efficiently provide services
- Goal 3: Economic development to expand revenue sources to fund necessary infrastructure

POLICE AND FIRE SERVICES

- Goal 4: A safe community
- Goal 5: A community where fire risk is minimal

PUBLIC WORKS

- Goal 6: Public Infrastructure that sustains a high quality of life

COMMUNITY SERVICES

- Goal 7: A range of recreation services for the community

COMMUNITY DEVELOPMENT

- Goal 8: Program administration for the physical and economic development of the community

OTHER AGENCIES SERVICES

- Goal 9: Strong working relationships with all special districts operating within the city limits for the provision of needed services.

Introduction

The City of La Mesa was incorporated in 1912 and, since then, the City has strived to provide services at a level that achieves public expectations. One-hundred years later those services are much different, but the vision is the same; planning for and providing public services and facilities for the entire community is the most important responsibility of local government.

Planning for future services and facilities is critical to maintaining quality of life in a community. Although the Public Services and Facilities (PSF) Element is not required by State General Plan Law, inclusion of such an element is optional. The General Plan assesses the potential for growth in the residential and commercial sector. Public services and facilities are linked to the General Plan through the Capital Improvement Program (CIP). Every other year, the Planning Commission reviews the proposed Capital Improvement Program and must take action to make a finding that the Capital Improvement Program is consistent with the goals, objectives, and policies of the General Plan. **Table PSF-1** shows the CIP expenditures by category in fiscal year 2012.

Table PSF-1.

2012 Capital Improvement Program by Project Category	
<u>Category</u>	<u>Budget</u>
Sanitary Sewer	\$2,789,690
Transportation	9,227,300
Storm Drain	541,030
Public Buildings	423,500
Parks	1,512,480
Miscellaneous	332,100
Total	\$14,826,100

What is a Capital Improvement Program?

The Capital Improvement Program (CIP) attempts to match available funds with the community needs and plans to maintain and improve infrastructure and facilities in La Mesa.

The City's Engineering Department maintains a list of needed infrastructure improvements, which are programmed based on priority and funding.

The adjoining table (**Table PSF -1**) shows the Capital Improvement Program by Project Category for a typical fiscal year.

The goals and policies of this Element emphasize the following five concepts:

- Provide a balance of City services at a level that attempts to meet or exceed public expectations
- Provide a safe community through police and fire protection.
- Maintain, expand, and improve the City’s public infrastructure to sustain the quality of life.
- Provide the citizens with a range of recreation services.
- Provide oversight and program administration for the physical and economic development of the community.
- Provide a financial plan for the repair and replacement of capital facilities

The community of La Mesa desires a high quality of life and a responsible leadership that will guide the City through the next 20 years and beyond.

A Glossary of technical terms is located at the end of this element.

Purpose

Planning for future services and facilities is important to the government and its citizens. In La Mesa most of the growth has already occurred, but future development of underutilized property continues to occur. New development can impact the demand for services and facilities, but at the same time new development creates additional funding for services and facilities.

Analysis of services and facilities in an established community is necessary in an era of constrained fiscal resources. Decisions regarding the funding of service and facilities are more difficult to make. An understanding of existing deficiencies, current demands, and public expectation is critical to the decision-making process. The City must anticipate and respond to increased service and facility demands to mitigate the impact of growth within the community.

As a point of reference, **Table PSF-2** summarizes the existing and projected population and housing units for the horizon year of this General Plan and looks ahead to 2050:

Table PSF-2. Future Growth in La Mesa

	2010	2030 (% change)	2050 (% change)
Population	58,150	65,984(13.5%)	77,780 (33.7%)
Housing (units)	25,614	28,104 (9.7%)	32,459 (26.7%)

Source: SANDAG 2050 Regional Growth Forecast

Organization and Content

The City of La Mesa provides services to the citizens of La Mesa through the following departments: General Government, Police, Fire, Public Works, Community Services, and Community Development. To provide these services the City maintains police and fire stations, parks, recreation centers, a maintenance yard, a City administration center, numerous community facilities, and many networks of public infrastructure. Provision of services and maintenance of public facilities is supported by the various revenue sources outlined in the following section. Revenues are allocated through the budget process, which is key to the efficient operation of the City.

The Public Services and Facilities Element addresses those general public services that include a safe community, infrastructure, recreation, economic development goals, and related objectives and policies.

The public facilities map, **Figure PSF-1**, located on the following page, reflects the City’s present public facilities, including City Hall, Police/Fire facilities, parks, schools, library, post office, and other public facilities.

GENERAL PLAN

PUBLIC SERVICES AND FACILITIES

Legend

-  Public Parks
-  Open Space Park or Preserve
-  Hospital
-  Other Medical
-  City of La Mesa
-  Public Schools
-  Light Rail Transit
-  Light Rail Station
-  Roads
-  City Boundary
-  Lakes

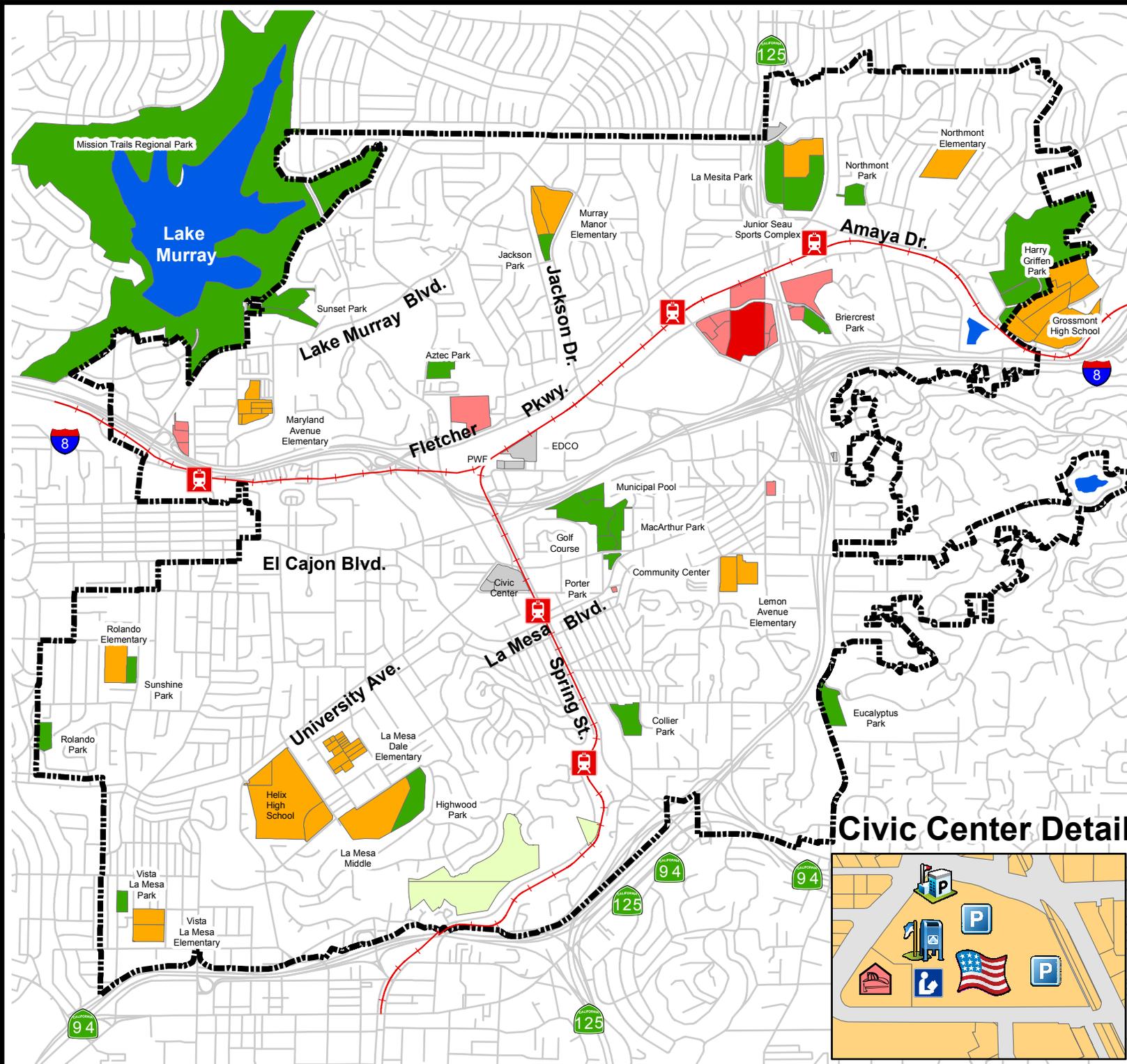


0 1,400 2,800 4,200 Feet



Data Sources:
SanGIS
City of La Mesa

Figure PSF-1



Civic Center Detail

Relationship to Other General Plan Elements

The Public Services and Facilities Element (PSF) integrates policies from other Elements of La Mesa’s General Plan. **Table PSF-3** represents the integration of the Elements.

The Circulation Element outlines goals and policies for a complete transportation system that is supported by infrastructure policies in the PSF Element. The Conservation and Sustainability, Open Space and Recreation, Noise, and Safety Elements contain policies that protect resources that need to be considered to maintain and enhance quality of life. The Land Use and Urban Design Element contains polices for commercial and residential development which result in revenues to fund the services and infrastructure policies in the Public Services and Facilities Element.

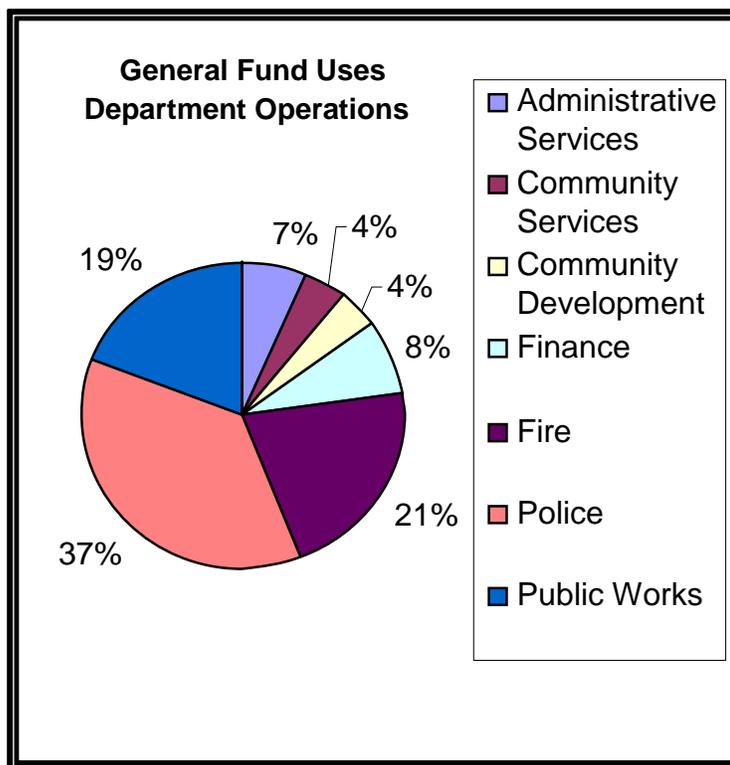
Table PSF-3. Relationship with Other General Plan Elements

Public Services and Facilities Issues	Noise	Conservation/ Sustainability	Health and Wellness	Housing	Circulation	Open Space/ Recreation	Historic Preservation	Land Use and Urban Design	Safety
City Services that Meet or Exceed Public Expectations		x	x	x	x	x	x	x	x
Safe Community			x	x	x	x	x	x	x
Maintain & Improve Infrastructure		x	x	x	x	x		x	x
Quality of Life	x	x	x	x	x	x	x	x	x
Range of Recreational Uses			x			x			
Physical and Economic Development	x	x	x		x			x	

Relationship of Budget to General Plan

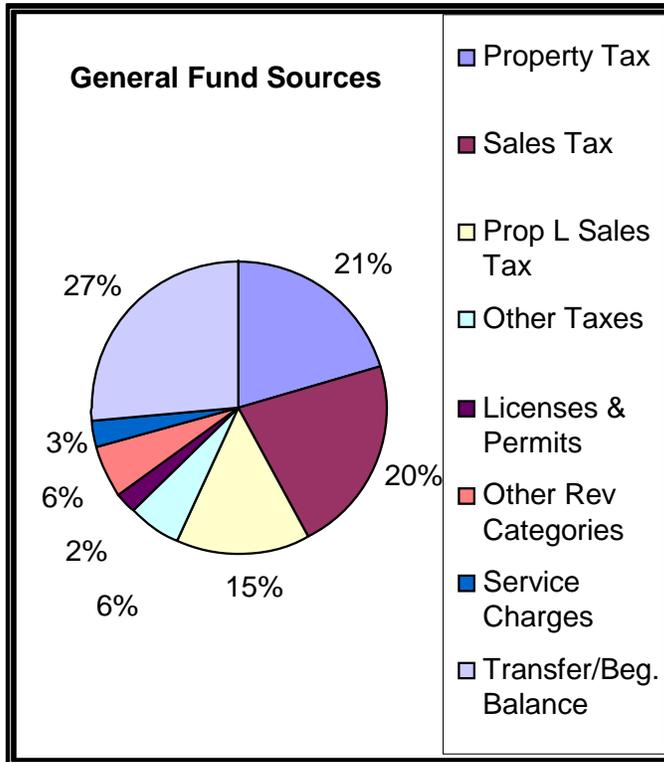
The General Plan is not the primary tool available to solve a budgetary problem; however, it provides goals, objectives, policies, and implementation programs, which are economically sound in their attempt to balance community needs with resources. **Table PSF-4** shows the expenditures of the General Fund by account for a typical fiscal year. The majority of the City's annual expenditure of discretionary funds pays for staffing needed to provide the services and programs desired by the public. This fiscal reality will make it a continuing issue to determine how to sustain top quality services to the community, and maintain or improve the facilities and infrastructure that is necessary to sustain the quality of life in La Mesa.

Table PSF-4. General Funds Uses



The City is aware that if the current revenue base is unable to support the current level of services and capital needs, it will be essential to promote future economic development that is self-sustaining and will provide additional revenue to support needed City services. The City will carefully monitor its finances, and establish those measures necessary to efficiently provide services and maintain facilities within the existing budgetary framework. **Table PSF-5** shows the sources of revenue that support the General Fund for a typical fiscal year.

Table PSF-5. General Funds Sources



During the life of this General Plan, the City will be especially concerned with the improvement and maintenance of its infrastructure. For local governments, infrastructure refers to such features as roads, sewers, storm drains, and utilities. These resources permit a community to operate in comfort and safety. La Mesa is an older community that has many areas where the infrastructure is antiquated or near the end of its useful life. The City must prepare for the upgrade or repair of those facilities under its control.

La Mesa’s residents recognize the need for improvements to City facilities and infrastructure. In 2002, the voters overwhelmingly approved Proposition D, a bond issue measure for construction of public safety facilities, including a new fire station/administration building, a new police headquarters, and renovation of Fire Station 13. Both buildings were completed by the end of the decade. In 2008, the voters approved Measure L, which enacted a ¾ % sales tax increase for transactions in the City of La Mesa.

In 2010, the cities of El Cajon, La Mesa and Lemon Grove entered into a Joint Exercise of Powers Agreement (JPA) for consolidated management and delivery of fire protection and emergency medical services. Named Heartland Fire and Rescue, this Sub-Regional service increased efficiency and reduced cost through shared administration of all fire department services for the three cities involved.

La Mesa residents benefit from an active volunteer program. Volunteers make a real difference in the quantity and quality of services provided by the City. The Retired Senior Volunteer Program (RSVP) provides valued services for the Police Department. Other volunteers provide necessary services in several other City departments. This contribution of human resources affects the budget and the community in a very positive way.

The State eliminated all California Redevelopment Agencies, including La Mesa's on February 1, 2012. Future City budgets will be affected by the elimination of Redevelopment Tax Increment Funds for many years to come. Redevelopment has contributed to the City's economic development and future economic development will be more difficult without it. In addition, Redevelopment Tax Increment Funds were repaying the City for initial investments in project areas in the early years. Tax Increment Funding will no longer flow to the City, adversely affecting the budget.

Redevelopment

For many years, the La Mesa Community Redevelopment Agency has contributed revenue to the City by redeveloping specific areas of the City, including portions of Downtown, the south side of Fletcher Parkway, and Alvarado Road.

Redevelopment transformed the south side of Fletcher Parkway from blighted to new buildings that generate property tax and sales tax for the City. In addition, Redevelopment Housing Funds combined with other public and private sector funding has contributed to development of over 200 affordable housing units in the City.

With the State Law eliminating all California Redevelopment Agencies in 2012, this valuable tool for economic development is no longer be available.

In the future, the State may recognize that a City must have a tool that will help to fund infrastructure, economic development, and affordable housing.

Overview of City Departments

General Government

A General Law City, La Mesa operates under a Council/Manager form of government. A five-member City Council includes a directly elected Mayor. Four other Council members are elected at-large and serve staggered four-year terms. In La Mesa, the City Council also serves as the Parking Authority and the Building Codes Board of Appeal.

The City Council hires the City Manager to run the day-to-day operation of the City. All City operational departments report to the City Manager.

Boards and Commissions

In addition to the City Manager and his Staff, the City Council appoints citizens to serve on various advisory Boards and Commissions. These Board members and Commissioners investigate and report on a variety of issues related to City operations. In some cases, the City Council has authorized a Board or Commission to hold public hearings and make decisions on issues. These actions can be final unless appealed to the City Council. These Boards and Commissions report directly to the City Council and include the following:

- The Planning Commission is a 7-member commission that makes decisions and advises the City Council on matters related to both advance planning and current planning.
- The Historic Preservation Commission is a 7-member commission that advises the City Council on matters related to the administration of the Historic Preservation Ordinance.
- The Design Review Board is a 5-member board that advises developers and the City Council on matters related to the Urban Design Program.
- The Community Services Commission is a 7-member commission that advises the City Council on matters related to administration of the City's parks, recreational programs, facility usage, and human services.
- The Personnel Appeals Board is a 5-member board that reviews disputes involving employees and management, and advises the City Council on matters related to employee relations.
- The Human Relations Advisory Commission is a 7-member commission that advises the City Council on matters related to programs designed to lessen racial and religious prejudice within the community.

- The Community Parking Commission is a 5-member commission that advises the City Council on matters related to the Downtown Parking District.
- The Real Estate Rehabilitation Loan Committee is a 5-member committee that reviews and approves loan applications and advises the City Council on matters related to the administration of the Real Estate Rehabilitation Loan Program.
- The Commission on Aging is a 7-member committee that advises the City Council on matters which are important or may have an impact on senior citizens in La Mesa.
- The Youth Advisory Commission is a 9-member committee that advises the City Council on issues which are important or may have an impact on young people in La Mesa.
- The Traffic Commission is a 5-member commission that advises the City Council on matters related to traffic issues.
- The Environmental Sustainability Commission is a 12-member commission that advises the City Council on how actions and policies of the City may preserve and enhance the quality of the environment, address the effects of climate change, and assist in the identification of measures that will improve environmental sustainability.
- The Building Codes Review Board is a 5-member board that advises the City Council on issues related to construction codes.

City Administration

All departments provide general administrative services related to public services and facilities. Most of these administrative functions are located at La Mesa City Hall, 8130 Allison Avenue, or in the Civic Center complex. The following pages describe these departments in greater detail.

City Manager/City Council

Appointed by the City Council, the City Manager is responsible for the overall management and operations of the City. The City Manager's Office is responsible for the development and administration of the City's budget. Implementation of State and Federal law affecting municipal operations and policy advisor to the City Council are also areas of responsibility for the City Manager's Office.

City Clerk

The City Clerk is an elected official responsible for the organization and maintenance of all official records of City business as required by law. Preparation of agendas, recordation of

the minutes, and indexing of all action taken by the City Council are the responsibilities of the City Clerk.

Municipal Finance

The Department of Finance is responsible for the overall management of the City's fiscal resources. Revenue administration, budget control, centralized purchasing, payroll, and business licensing are among the responsibilities of Finance.

Human Resources

The Human Resources Department is responsible for the recruitment and testing of employees. This department also administers the Benefits Program, Unemployment Insurance and Workers' Compensation Programs.

City Attorney

The City Attorney provides legal counsel to the City Council and Staff in all matters related to City business and the law. City Attorney services are provided by contract with a local firm.

Police Services

The La Mesa Police Department provides general law enforcement services for the City of La Mesa. The City maintains three patrol shifts that provide 24-hour response to calls for assistance and traffic control. This continual presence is expected to deter criminal activity in the City. The number of officers on each shift is reviewed annually during the budgetary process.

Crime Prevention is another service provided by the Police Department. In addition to responding to complaints and incidents, the Police Department assigns personnel to programs designed to prevent crime. The best known of these is the Neighborhood Watch Program; however, the Department also is involved in Business Alert, Women Alert, Senior Savvy, and Hospital Alert.



The Police Department - building constructed in 2010.

The Investigation Division of the Department performs the follow-up activity to crimes or traffic accidents, which occur in the City. Staffing within this section is determined by weighing the budget constraints with the City's crime rate. The Department's ability to respond to complaints or incidents is greatly enhanced by the volunteers in the RSVP program. This service will be continued not only for its cost savings benefits, but also for its role as a recruiting technique.

Animal Control Officers operate out of the Police Department; however, shelter services are contracted for through the City of El Cajon. The Department is also responsible for enforcement of the Downtown parking lots and meters.

A new Police Station was completed in 2010. It provides approximately 40,000 square feet of space and features modernized and expanded communications facilities, prisoner holding and processing areas, juvenile detention areas, interview rooms, offices, secure parking, and a community room. The equipment for the new Police Station was funded in part by State and Federal grant monies.

Fire Services

Over the years, fire services in La Mesa have changed as a result of changes in the industry, building inventory, and the fire code. Increased resources will be demanded as the land development pattern intensifies with higher building density, larger commercial buildings, and increased number of multi-story structures. Fires in single-family dwellings do not require the same equipment that is necessary for mid-rise, high-rise, or large commercial structures. These buildings require equipment that is more sophisticated and requires additional training and personnel.

The Department currently uses a constant staffing model of 13 personnel on duty per day. Staffing is typically three personnel on engines and four personnel on a cross-staffed truck/rescue.



Fire Administration and Station 12

On January 1, 2010, the Cities of El Cajon, La Mesa, and Lemon Grove entered into a Joint Powers Agreement for management and delivery of fire protection and emergency medical services. This management team is known as Heartland Fire and Rescue. The La Mesa Fire Department works cooperatively with the other cities to maintain this Sub-Regional fire agency through consolidated management within service areas. The benefit of a Sub-Regional service is increased cost effectiveness due to economies of scale and cost containment.

La Mesa is part of the Heartland Communication Facility JPA and the Heartland Training Facility JPA. La Mesa has partnered with American Medical Response (AMR) and multiple local fire agencies to form the Regional Cooperative Care Program (RCCP). The Department is a member of a Regional paramedic resource pool. The City also is part of a JPA through the Unified Disaster Council (UDC) that provides response to hazardous materials incidents. Most of the Department's resources are dedicated to fire suppression. Proactive fire prevention and education programs will never replace the need for reactive

fire suppression. However, an effective fire prevention program could reduce the incidence, and limit the severity, of fires occurring in the City.

A new Fire Administration Building was constructed on the Civic Center site in 2007 and includes a new Emergency Operations Center (EOC). There is tremendous benefit to the City in having a capable and effective EOC in this newly constructed facility. This self-contained facility, built to a “Public Safety Facilities Standard”, has become headquarters for the City’s emergency response and recovery operations. In the event of a large-scale disaster, either natural or manmade, the City’s operations would be coordinated from this centralized location.

The Insurance Services Office (ISO) evaluates the quality of Fire Department services provided to communities to determine levels of fire risk and therefore, insurance risk. ISO evaluates a community’s fire protection records, staffing, equipment and water supply. Rating is on a scale of 1 to 10, with 10 indicating no fire protection provided. La Mesa Fire Department’s current ISO rating is 2, which compares favorably with other fire agencies in the area.

Public Works

The Public Works Department operates and maintains the City’s public infrastructure, including wastewater, storm water, streets, parks, and public buildings. Proper maintenance protects public investment, assures health and safety and improves quality of life for La Mesa citizens.



Public Works Street and Infrastructure Maintenance

The Department’s Engineering and Operations Divisions work together to maintain this infrastructure. The Engineering Division is located at City Hall while the Operations Division has a corporation yard in the City’s industrial area north of Interstate 8. The corporation yard underwent a complete reconstruction and modernization in 2000, which allows the Division to adequately serve the community for the foreseeable future.

The Public Works Department has divided the City into seven maintenance zones (**Figure PSF-2**) for the planning and coordination of infrastructure maintenance and improvements. These zones are made up of similarly sized areas and laid out in a clockwise pattern around the City.

GENERAL PLAN

MAINTENANCE ZONES

Legend

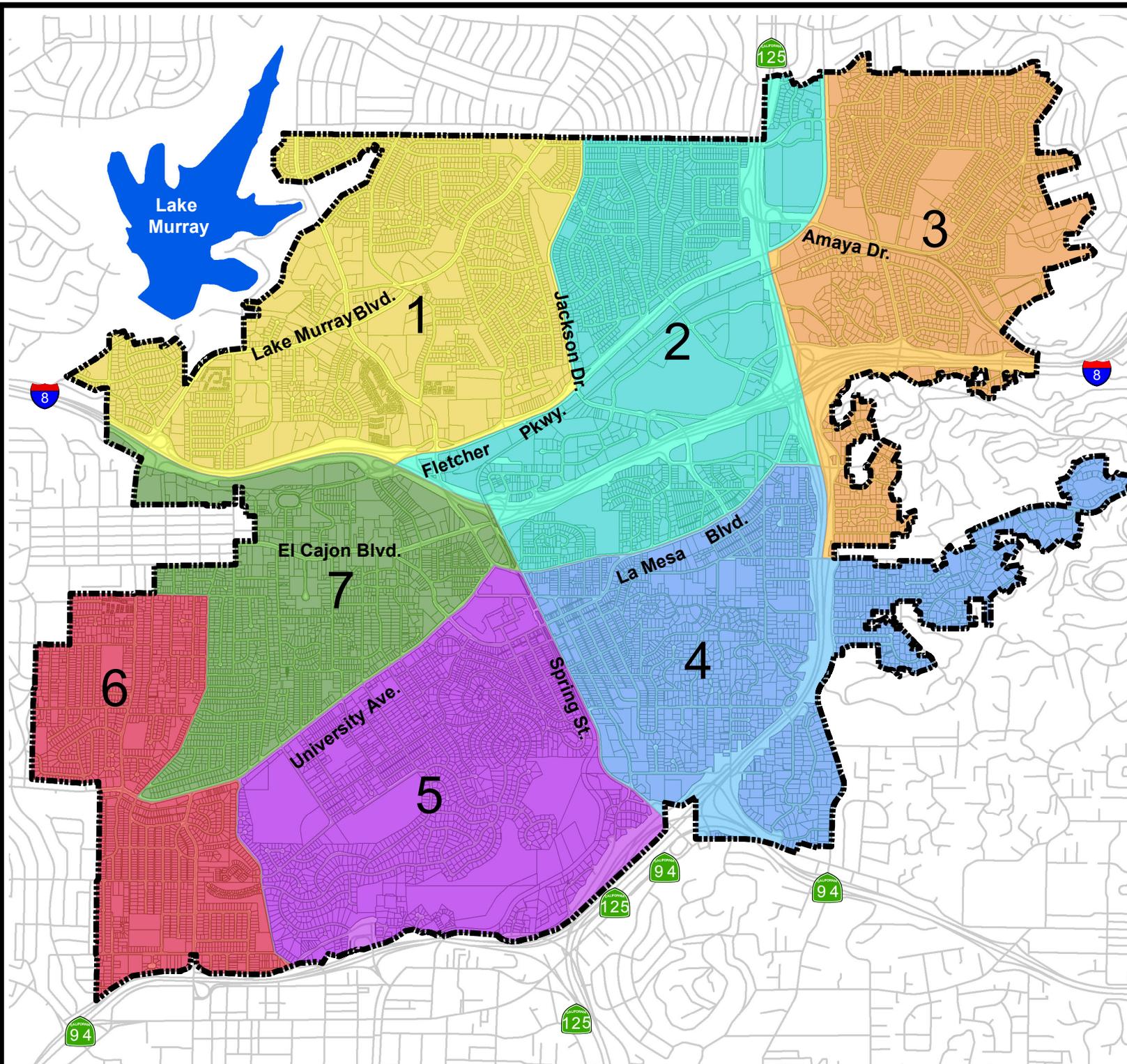
- Zone 1
- Zone 2
- Zone 3
- Zone 4
- Zone 5
- Zone 6
- Zone 7

- City Boundary
- Roads
- Lakes



Data Sources:
SanGIS
City of La Mesa

Figure PSF-2



Wastewater

The Wastewater Collection System is made up of approximately 156 miles of clay, concrete and plastic sewer pipe. La Mesa is a member of the Metro Wastewater Joint Powers Authority, a coalition of agencies that utilize the Point Loma Wastewater Treatment Plant operated by the City of San Diego. La Mesa's average daily wastewater flow to the plant is 5.27 million gallons per day. La Mesa has a contracted wastewater treatment capacity limit of 6.99 million gallons per day.

A Wastewater Master Plan was completed in 2008 in which it was determined that the City is expected to have sufficient capacity to accommodate anticipated development through 2030. The sewer drainage basins are shown in **Figure PSF-3**. The major challenges that the City faces are to continue with its proactive Maintenance Program to limit sewer spills and to replace infrastructure that has reached its useful life or is difficult to properly maintain. Other challenges include compliance with governmental mandates and reducing sewer spills. To comply with one of those governmental mandates, the City developed a Fats, Oils and Grease, or FOG, Control Program in 2009. FOG in the Wastewater Collection System is a major contributor to sewer spills.

When storm water flows in to the Wastewater Collection System, capacity is reduced and treatment costs increase. La Mesa has instituted an Inflow and Infiltration Reduction Program to manage non-wastewater flows. It is challenging to locate where storm water run-off is entering the system. Identifying and correcting these deficiencies preserves capacity, reduces the City's wastewater treatment cost and prevents sewer spills.

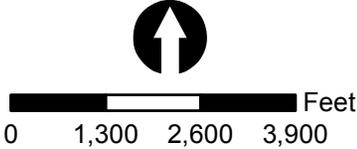
The Wastewater Capital Improvement Program includes three types of projects: capacity, condition and inflow and infiltration. One of the biggest challenges for the Wastewater Program will be replacement of sewer pipes crossing beneath the freeway right-of-way.

GENERAL PLAN

SEWER DRAINAGE BASINS

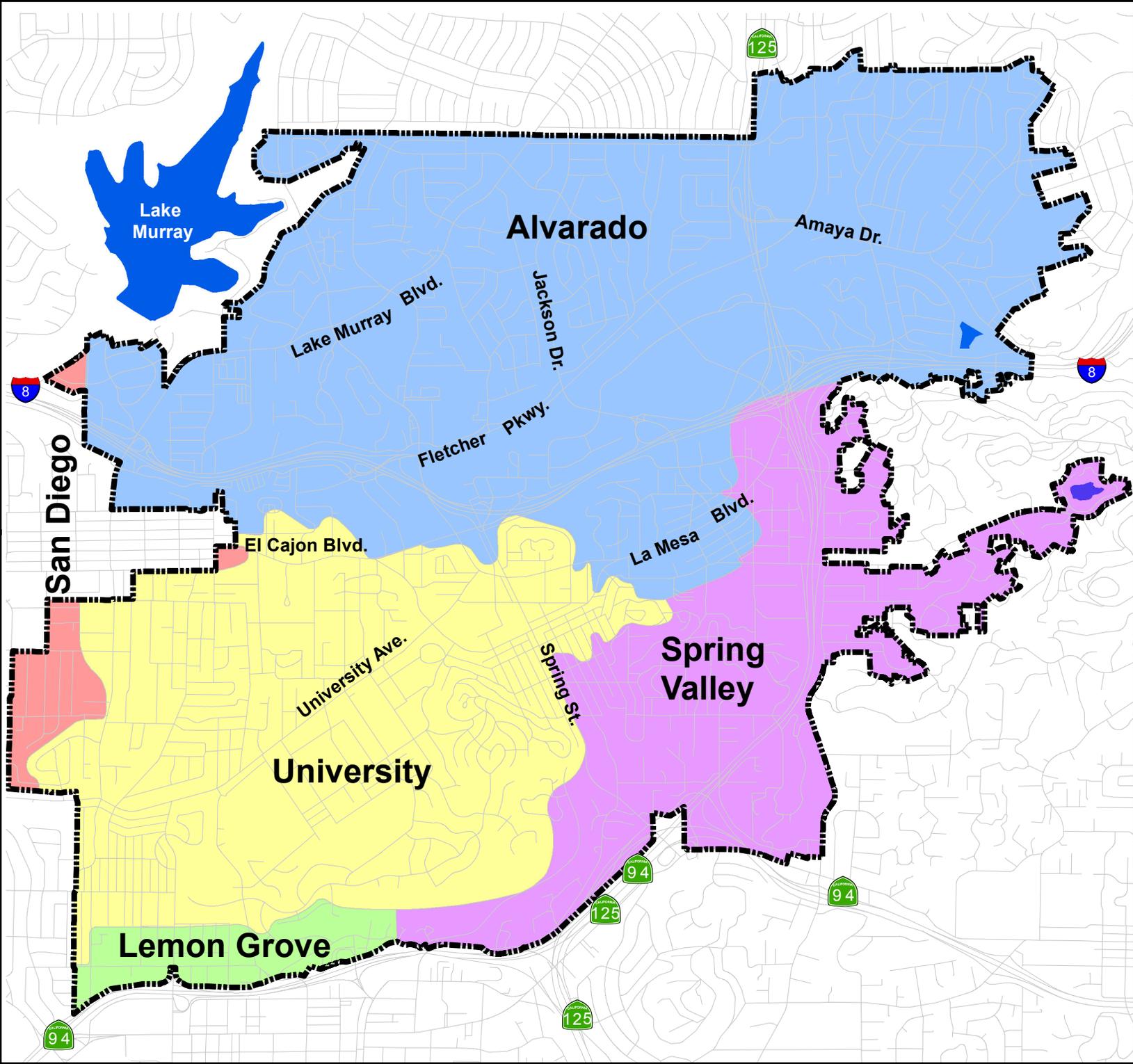
Legend

- Alvarado
- Lemon Grove
- San Diego
- Spring Valley
- University
- City Boundary
- Lakes
- Roads



Data Sources:
SanGIS
City of La Mesa

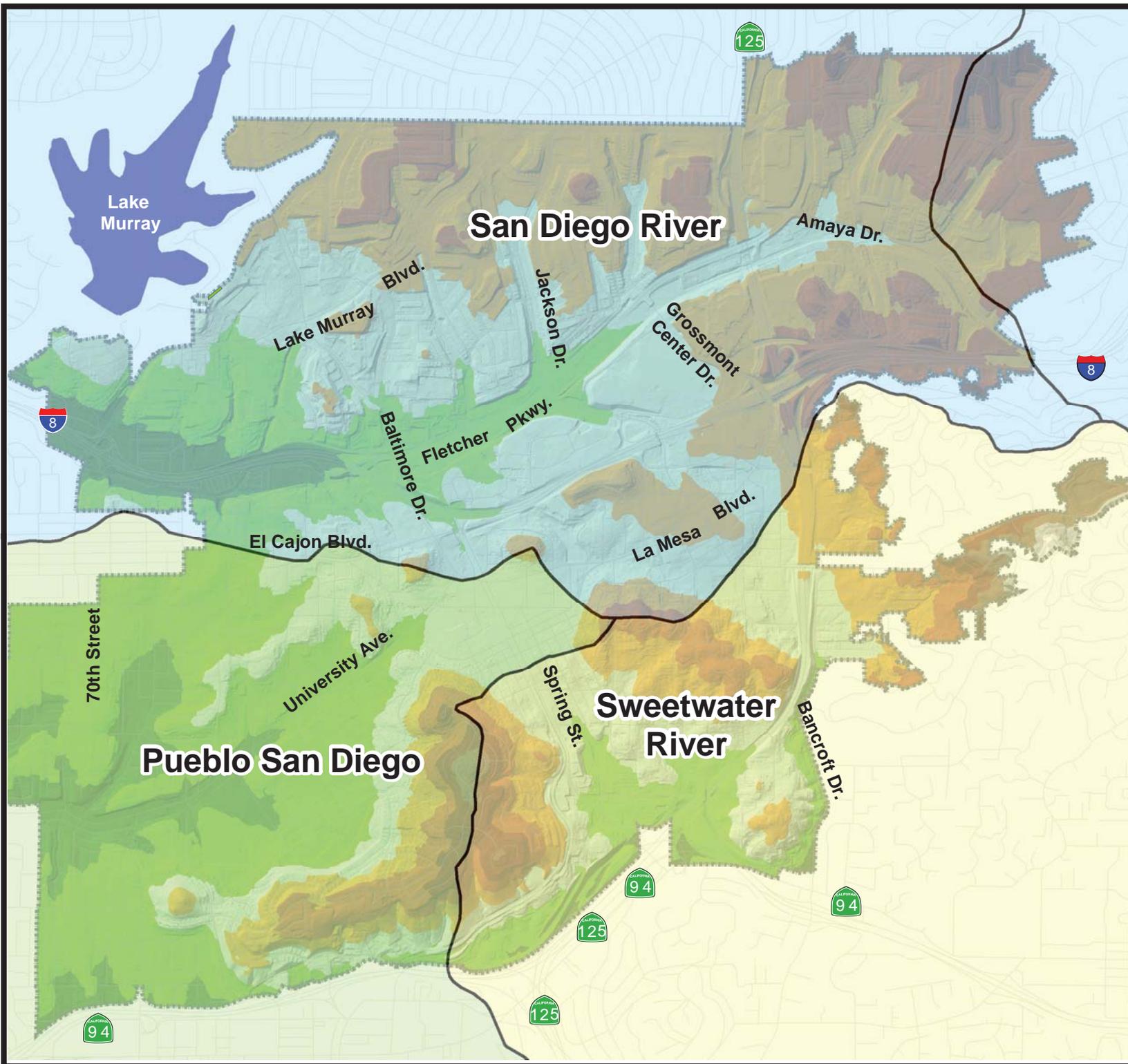
Figure PSF-3



Storm Water Drainage

The Storm Water Drainage System is made up of approximately 53 miles of concrete and corrugated metal storm drainpipe. Storm water runoff in La Mesa drains to the San Diego River (northern half of City) and the San Diego Bay (southern half of City) watersheds. The San Diego Bay watershed is further divided into the Chollas Creek Basin to the west and the Sweetwater River Basin to the east. The storm water drainage basins are shown in **Figure PSF-4**.

The City has been replacing corrugated metal pipe with concrete pipe in a prioritized manner and as-needed basis where resources have allowed. La Mesa is a co-permittee to the National Pollutant Discharge Elimination System permit issued by the Regional Water Quality Control Board. This permit is revised every five years and requires extensive monitoring and reporting by the City to protect water quality.

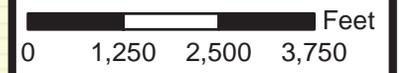


GENERAL PLAN

WATERSHEDS AND STORMWATER DRAINAGE BASINS

Legend

- Basin**
- Pueblo San Diego
- San Diego River
- Sweetwater River
- Lakes
- City Boundary
- Roads



Data Sources:
 SanGIS
 City of La Mesa

Figure PSF-4

Street Maintenance

A well-maintained network of streets is an essential component of any community. Streets provide access and connectivity for residents and visitors. There are approximately 150 centerline miles of public streets that need to be maintained in La Mesa. Street preventative maintenance typically includes minor street asphalt patching repairs and crack sealing followed by application of a rubberized asphalt slurry seal. Prior to the street work, maintenance is performed on street trees and cement concrete surface improvements including curbs, gutters, sidewalks, and pedestrian ramps.

Street maintenance is programmed by maintenance zones shown in Figure PSF-2. The maintenance needs in one zone are addressed each year. Maintenance efforts rotate on a clockwise and numerical order. This rotation allows for a systematic and planned approach to maintenance responsibilities.

Pavement condition is surveyed periodically to rank and prioritize maintenance activities in an effort to receive the longest life possible from the pavement and spend resources in an efficient manner. Street resurfacing is performed periodically as required and as resources allow. The Street Maintenance Division is also responsible for the repair and maintenance of all street signage and striping. More on street improvements can be found in the Circulation Element of this General Plan.

Park Maintenance

Access to open space for recreation is an important asset for the community and contributes to the well-being of its residents. Parks serve a valuable purpose in an urban environment, reflecting the quality of life and character of the community. La Mesa has a system of parks, which are improved and maintained to satisfy a variety of users. Although the City provides most of the maintenance, user groups, such as youth recreation leagues or senior organizations assist with the maintenance of certain parks or recreational facilities.



Public Works Park Infrastructure Maintenance

There are 14 parks in La Mesa comprising a total of 136 acres. The City currently has a reasonable distribution of neighborhood, community and Regional parks, yet total area objectives identified in the Open Space and Recreation Element show the need to increase park space.

Development of additional park sites in the City will be difficult due to the cost to acquire suitable land. The City plans to make parks available to a broader section of the population by focusing on improving access to the existing parks,

Building Maintenance

The City currently maintains 41 different buildings totaling 245,200 square feet of space. The average building age is 30 years old. Over the next 20 years, La Mesa will be challenged with protecting recent investments in the new Fire Administration and Station 11 building completed in 2007, the new Post Office/Library completed 2008, the new Police Station completed in 2010 and the renovated Fire Station 13 completed 2011. All of these facilities will require regular maintenance so the useful life of the buildings can be maximized. Existing older buildings will require ong-oing maintenance and improvements to keep them safe and secure. All City buildings have some type of public access that should be properly maintained and protected.

Planning needs to begin to replace City Hall, which was constructed in 1958 when the City's population was approximately 30,000. Currently, there is not enough room in the City Hall facilities for employees and customers to have a sufficient work environment.

Environmental Services

In 2006, the Environmental Services Division was moved to the Department of Public Works to better coordinate with other environmental programs, such as Storm water Pollution Prevention. The Division oversees solid waste reduction and recycling efforts, including household hazardous waste disposal and compliance with the Assembly Bill 939 State mandate for waste diversion.

Enforcement of City Ordinances requiring recycling at single-family, multi-family and commercial properties as well as construction and demolition sites has resulted in substantial reductions in landfill waste, helping to extend the life of local landfills. As a result, properties that were originally designed to accommodate only trash collection have been required to accommodate additional containers. Increasing recycling requires more storage space, which impacts some properties. New construction and remodeling projects are required to provide space for recycling. City facilities will continue to incorporate recycling into their designs.

The largest remaining component of landfill waste is organic; essentially yard and food waste. Targeting this material for reduction and recovery will present new challenges related to collection and transportation from the City, some of which will be offset by a reduction in landfill-bound trash. The primary source of this waste, residents and restaurants, may be able to substitute space and collection capacity currently devoted for trash to this new recoverable stream.

The Division is committed to improving the City's sustainability by preserving La Mesa for future generations in the same or better condition than it is currently. Efforts will be made to reduce the resources needed to maintain the quality of life in the City and to maximize the use of existing resources while minimizing those resources effects on the environment.

The Conservation and Sustainability Element of this General Plan discusses the program and projects in detail.

Community Services

Land for the first La Mesa park, Collier Park, was acquired in 1912. The Parks and Recreation Department was created when La Mesa's population was less than 10,000. As the City grew, the number of parks increased to 14, and the responsibilities were assigned to the Parks and Recreation Department. In 1990, the Department was renamed the Community Services Department to better reflect the full range of activities and services provided.



Parks provide spaces where children can play.

The Department has responsibility for recreational services, educational, limited social service programs, cultural events, facilities rentals, and facilities planning for City parks. Although there are a number of programs and classes which are offered on a continual basis, the Department finds that it must be flexible in providing new or expanded programs as the interests of La Mesa residents change. Most of these programs are supported by fees and, therefore, enjoy some degree of self-sufficiency.

The Department also serves the vital function of coordinating programs and services that serve children at school/park sites in La Mesa.

Although not responsible for the actual construction of parks or park improvements, the Department does exercise considerable influence in the planning and funding for new park improvements. In 1999, the City launched a non-profit organization called the La Mesa Park and Recreation Foundation. The role of this community-led Foundation is to leverage outside funding for upgrades to parks as well as privately fund some traditional City-sponsored events. For example, organization and funding of the City's Safety Fair has been transferred to the Foundation and the Grossmont Healthcare District. The Junior Seau Sports Complex, La Mesa Teen Club and several new playgrounds were funded in part thanks to the Foundation's efforts.



The Teen Club provides a place for teenagers.

The Department serves as coordinator of the Community Participation Program that recruits, screens and places volunteers from the community in City departments. Volunteers have provided thousands of hours of service per year, thereby providing a

higher level of service to City residents, while creating community pride and ownership among the volunteers.

The Department provides leadership to the City’s Community Wellness Initiative. “Ready...Set...Live Well” extends and integrates efforts to support healthy eating and active living through environmental and policy change strategies. It is a collaboration of the City, the La Mesa-Spring Valley School District and the Spring Valley community. The Initiative engages multiple sectors – schools, healthcare, business, and faith communities to coordinate with residents on actions that will create healthier community environments and reverse the trends in obesity.

Greater detail of the services administered by the Community Services Department is provided in the Health and Wellness Element and the Open Space and Recreation Element.

Facility Needs

La Mesa’s 14 park locations are illustrated on the General Plan map (**Figure LD-5 - Existing Land Uses in the Land Use & Urban Design Element**) and are also shown on **Figure PSF-3 - Public Facilities Map** and discussed in further detail in the Open Space and Recreation Element. Parks serve different functions depending on their size, location, and types of improvements. Neighborhood, community, and Regional parks are examples of different park types. The Community Services Commission provides an ongoing forum for citizen input into the operations, maintenance, and development of City parks and recreation facilities.

In recent years, State and Federal funds for local parks and recreation facilities have become more competitive. The City has been forced to turn to local resources and programs to fund park maintenance and development. La Mesa currently charges two park fees to mitigate the impact of new residential development in the City: a parkland dedication in-lieu fee as a condition of approval of a tentative map or parcel map, and an improvement impact fee assessed at the time of construction. Commercial and industrial developments are exempt from park fees.

It is a goal of the Department to provide the public with recreation services that are not being provided by the private sector. Services provided must meet the needs of the public at a reasonable cost to the program participant. There must also be an acceptable cost offset to the Community Services Department's investment in time and resources.



La Mesa Adult Enrichment Center

The La Mesa Community Services Department provides Regional services as evidenced by the fact that 40% of participants in special events and programs are non-residents. No

special effort is made by the Department to attract non-resident participants. The 40% figure is considered a testimony to the Community Services Department's reputation for providing high quality programs. In addition, Harry Griffin Park is a Regional recreation facility. Management and maintenance of this Regional park are the responsibility of the City of La Mesa Staff. When planning programs, Department Staff considers offerings available in surrounding communities and provides activities that complement rather than compete with activities that are already available nearby.

A near universal response to the newsletter survey questions, "What do you like about living in San Diego County?" was proximity to beaches and mountains. It is clear that these are much-appreciated amenities of living in the region. However, as Regional recreation facilities, e.g., the beaches, Balboa Park, and mountains, become increasingly crowded, and transportation costs rise, more people will turn to, and demand more of, facilities close to home. In this way, the La Mesa Community Services Department will feel the impact of Regional growth.

Community Development

The Community Development Department was created to consolidate several divisions and functions within the City. This has minimized overlapping responsibilities and provided more effective program administration. There are three divisions within the Department:

- Building
- Planning & Development Services
- Housing & Community Development

The services provided by the Department cover a wide range of programs involving the physical and economic development of the community.

Building Inspection Division

The Building Inspection Division provides a full range of services needed to enforce the Uniform Building Codes and other local building safety programs in La Mesa. This includes administering the permit process, plan checking and construction inspection. The primary goal of this program is public safety. A key means of achieving public safety in the community is by ensuring that the inventory of existing structures and new development are built and maintained to meet the most current building codes.



The Talmadge development on Guava Avenue under construction in 2007.

As part of the development review team, the Building Division is responsible for administering the plan check process for all City departments involved in the permitting process (i.e., Building, Planning, Fire, and Engineering). Building Division staff also assists the permit applicant with other agency approvals needed to get projects underway in La Mesa. This often includes coordination with other organizations including, Helix Water District, the local school districts, SDG&E, San Diego County Water Authority (SDCWA), the County Health Department, the State of California HCD, and the Office of the State Architect.

In a community like La Mesa, which is essentially built out, there are many projects that involve difficult sites (e.g., steep slopes or adaptive reuse of existing structures). This requires that the Building Division have the expertise to work with property owners and developers to interpret and implement the codes in an effective manner. This often involves upgrading existing structures to accommodate more intensive uses or to meet newer, more restrictive codes. Maintaining these services in a cost effective manner, with self-supporting fees, provides the City with the ability to continually upgrade the City's building stock as development opportunities arise. All these things will keep La Mesa a safe place to live and work and a good place to invest.

The Building Division personnel are a key part of the City's overall Public Safety Program. Staff is trained in the types of structural assessments needed after major natural disasters, such as earthquakes, to provide the type of expertise needed as part of complete disaster-preparedness planning. The Building Division is also responsible for the implementation of various programs needed to keep the City's facilities safe and in compliance with the latest codes, including such programs as the accessibility requirements of the Americans with Disabilities Act (ADA).

Planning Division

The Planning Division focuses on tasks primarily related to the development review process. Coordination of the Development Advisory Board is a key element of the City's effort to provide the most efficient development review services feasible. Zoning and Subdivision Ordinance administration are top priorities, therefore, this Section works directly with some of the key tools used to implement the General Plan. In conjunction with these tasks, the Planning Division manages the City's programs for urban design, implementation of the California Environmental Quality Act (CEQA), and historic preservation. The Planning Division is responsible for providing staff support to the Planning Commission, Historic Preservation Commission, and Design Review Board.

In addition to development review, the Planning Division is responsible for managing the City's zoning Code Enforcement Program. This involves working with property owners to achieve compliance with the City's property development and maintenance regulations. If compliance is not achieved voluntarily, Staff and the City Attorney work through the courts

to correct outstanding violations. This is also an integral part of the City's overall Public Safety Program.

The Planning Division focuses on long-range planning projects, as the name implies. It also has responsibility for managing several other programs directly related to General Plan implementation.



The Downtown Village is pedestrian friendly.

The Planning Staff is responsible for preparation and maintenance of the General Plan. This requires the synthesis of information from on-going operations in the City, response to Regional trends, and integration of demographic data into land use and program policies for the community.

The Planning Division provides professional planning expertise for one other general area identified as "special projects." This includes assistance with the planning tasks required for projects and responsibility for representing the City on a variety of Regional planning projects, such as the Regional Growth Management Strategy prescribed by local ballot initiative Proposition C, or the County Hazardous Waste Management Plan. The Division ensures compliance with the Multiple Species Conservation Plan (MSCP) and oversees the monitoring of the Eastridge Open Space Preserve, and works with the State Department of Water Resources (DWR), San Diego County Water Authority (SDCWA), and Helix Water District to achieve common water conservation objectives. An example of this is the adoption of the City's Water Efficient Landscape Regulations in 2010. Other examples of special projects that reflect this Division's varied assignments include projects such as the Downtown Village Specific Plan, the Civic Center Master Plan, the Grossmont Specific Plan, and work on an Economic Development Strategy.

Housing Division

The Housing Division manages the City's Federal Community Development Block Grant (CDBG) and HOME programs, which are Federal revenue sources available to help implement the General Plan. The CDBG program supports social service programs, which is consistent with the objectives of the General Plan Housing Element. This program also funds public facility projects in lower income neighborhoods, through the Capital Improvement Program (CIP). Such projects are required to be consistent with the General Plan. The HOME program provides funding to support housing activities. This is a critical part of the City's ability to meet both local and Regional fair share housing assistance objectives as found in the Housing Element.

The Housing Division is also responsible for providing Staff support to the La Mesa Community Parking Commission and the Downtown Village Merchants Association.

Services Provided by Other Agencies

Several important governmental services are provided by other public agencies. Examples include schools, library, criminal justice, water service and hospital service. The following section describes the agencies and the services provided to citizens of La Mesa.

School Districts

Many districts comprise the elementary, middle and high school systems in La Mesa. The elementary/middle school districts are shown **Figure PSF-5** and the high school districts are shown on **Figure PSF-6**. The figures also indicate the locations of all the public schools. Some public schools may not be operated by the District in which they are located. These schools are discussed further under the heading of “Other Public Schools”.



La Mesa-Spring Valley School District
on Date Street

La Mesa-Spring Valley School District

The La Mesa-Spring Valley School District provides education services to grades K-8. District boundaries include City of La Mesa, with the exception of the Vista La Mesa area and a portion of Eastridge. Also included in the District are the western portions of Mount Helix and Spring Valley as far south as the Sweetwater reservoir. The District is governed by a five-member Board of Education elected to four-year terms by residents within the District.

District facilities include seventeen elementary schools and four middle schools. Six elementary and two middle schools are located in La Mesa. Other elementary schools and middle school are located in the unincorporated portions of Mount Helix, Casa de Oro and Spring Valley. District offices are located on Date Avenue in La Mesa; the Operation Center is located on Conrad Street in Casa de Oro.

Lemon Grove School District

The Lemon Grove School District provides education services to grades K-8. District boundaries include the City of Lemon Grove, a portion of the City of San Diego and the Vista La Mesa and Eastridge neighborhoods of La Mesa. The District is governed by a five-member Board of Education elected to four-year terms by residents in the District. District facilities include six elementary schools and two middle schools. Vista La Mesa Elementary is the only school site located in La Mesa..

Grossmont Union High School District

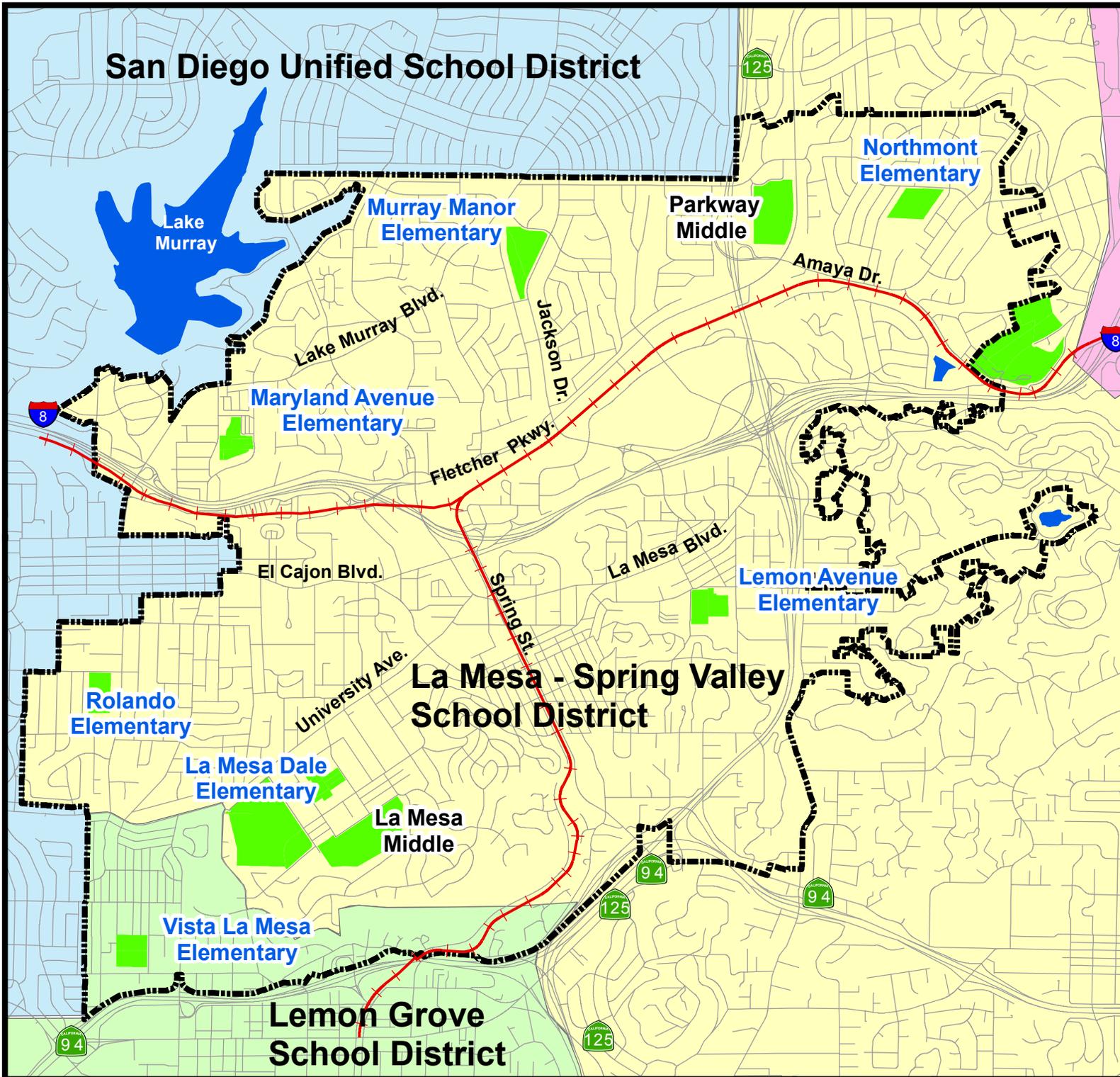
The Grossmont Union High School District provides education services to grades 9-12. The District boundaries include all of La Mesa as well as El Cajon,



Grossmont High School Sign

Lemon Grove, Santee, Spring Valley, Lakeside, Alpine, and Jamul.

Voters residing within the District elect a five member Governing Board to four-year terms. There are ten high schools in the District. Grossmont High School and Helix Charter High School serve La Mesa area high school students.



GENERAL PLAN

ELEMENTARY AND MIDDLE SCHOOL DISTRICTS

Legend

-  La Mesa-Spring Valley School District
-  Lemon Grove School District
-  San Diego Unified School District
-  Public Schools
-  Light Rail Transit
-  Roads
-  City Boundary



0 1,400 2,800 4,200 Feet



Data Sources:
SanGIS
City of La Mesa

Figure PSF-5

San Diego Unified School District

GENERAL PLAN

HIGH SCHOOL DISTRICTS

Legend

- Grossmont Union High School District
- San Diego Unified School District
- High Schools
- Lakes
- Light Rail Transit
- Roads
- City Boundary



0 1,300 2,600 3,900 Feet



Data Sources:
SanGIS
City of La Mesa

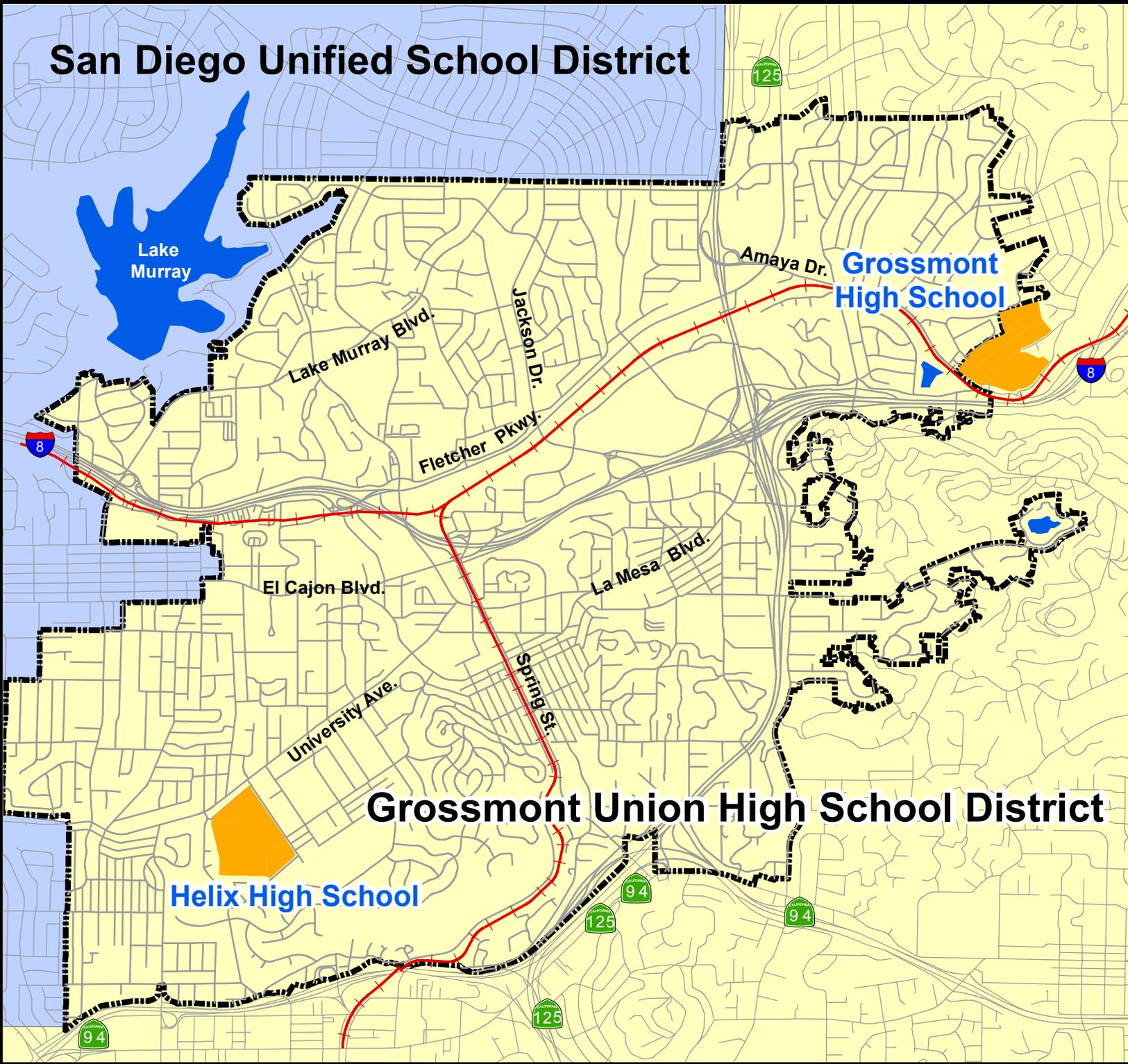
Figure PSF-6

Grossmont Union High School District

Helix High School

Grossmont High School

Lake Murray



Grossmont-Cuyamaca Community College District

The Grossmont-Cuyamaca Community College District covers a wide area of east San Diego County including La Mesa, Lemon Grove, El Cajon, Santee, and the unincorporated area. Voters in the District elect a five-member Board of Trustees to a four-year term of office. Facilities include two campuses.

The Grossmont campus is located north of La Mesa City limits at the terminus of Lake Murray Boulevard. Grossmont first convened classes in 1961. The Grossmont campus is 135 acres in size and serves over 20,000 students every semester.



Grossmont College

The first phase of Cuyamaca campus located east of La Mesa was dedicated in 1978 on a 165-acre site located northwest of Jamacha Road. Current enrollment at the Cuyamaca campus is 10,000 and is project to grow to 15,000 by 2015.

Both facilities offer vocational training as well as Associate Degree and Certificate of Achievement programs. Residency within the District is not a requirement of admission.

There is also a five-acre Water Conservation Garden on the Cuyamaca College campus that provides free how-to information on ways to save water outdoors through the use of drought-tolerant landscaping. The Garden, which opened in 1999, was created by a partnership between the Helix and Otay Water Districts in conjunction with the Community College District. The Water Conservation Garden continues to be a popular destination and encourages many people to save water by creating their own drought-tolerant landscaping.

Helix Water District

Helix Water District is a public agency, operating under Irrigation District Law of the State of California. The District is governed by a five member Board of Directors elected to four-year terms by the voters residing within the District. The Board is empowered to establish water charges, levy assessments and adopt all policies, procedures and regulations regarding water storage and delivery within the boundaries of the District.

District history dates back to 1885 with the formation of the San Diego Flume Company. Water from Cuyamaca Lake was brought to La Mesa via a 33-mile redwood flume. The La Mesa Lemon Grove and Spring Valley Irrigation District later purchased the Lake and the flume to provide water for agricultural purposes. A name change to Helix Irrigation District and later Helix Water District reflect the diminished importance of agriculture within the District's service area. The Helix District has been a member of the County Water Authority since the Authority was established in 1943.

Today the Helix Water District covers nearly 50 square miles, serving the communities of La Mesa, El Cajon, Lemon Grove, Spring Valley, and various unincorporated areas near El Cajon. Population in the District is 264,000 and has 62,000 customers.

The District's primary water collection and storage facilities are at Lake Cuyamaca, Lake Jennings and El Capitan Reservoir. Grossmont reservoir, located under Harry Griffin Park, has a storage capacity of 30 million gallons. Twenty-two other above ground storage tanks are located throughout the District. Eleven of these are located in La Mesa. The above ground tanks provide an additional 35 million gallons for a total storage capacity of 68.8 million gallons of water.

In 2010 less than 20% of Helix Water District supply was local runoff from winter rain and snow releases from Lake Cuyamaca and natural runoff into El Capitan Reservoir. The rest was a blend of water from the Colorado River and San Diego County Water Authority, which purchases its water from the Metropolitan Water District of Southern California. Helix Water District's per-capita usage of water was 165 gallon per capita per day (gpcd). By 200 the usage had dropped to 156 gpcd and in 2011, the usage is 106 gpcd. The residents of La Mesa are outstanding examples of embracing a new water conservation behavior.

Grossmont Hospital District

The Grossmont Hospital District was established in 1952. At that time, there were no other major medical facilities in the East County. Today the District covers a 750 square mile area with a population of 500,000. Governed by a five-member board elected to two-year terms, the District is one of the largest in San Diego County.

The facility has nearly 550 beds or approximately one for every 900 residents in the District. There are 650 physicians and 2,700 employees are on staff, making the hospital the largest employer in the East County. Annual admissions are 26,225. The emergency room treats an average of 67,401 patients per year. The physicians performed 8,551 inpatient and 6,590 outpatient surgeries.



Grossmont Hospital in La Mesa

Library Services

The County of San Diego provides library services. A La Mesa branch is located in the Civic Center complex at 8074 University Avenue. The County is a participant in the Serra Library System, which provides reciprocal lending arrangements with other libraries throughout San Diego and Imperial Counties.

La Mesa’s 10,525 square foot Library was completed in 2009, a joint venture between the City and the County of San Diego. The Library shares the building with the Post Office. Circulates over 60,000 titles each month, the La Mesa library is one of the top circulating branches in the San Diego County Library System. Since moving to the new facility, over 700,000 customers have visited the library. Every chair in the library is full most of the time with customers reading the latest magazines/novels, doing homework, or just relaxing with their friends.

Staffing levels and hours of operation are periodically adjusted to meet budget constraints of San Diego County. The Library also has a dedicated group of volunteers, contributing over 3,000 hours in any given year. Over 130 special programs for children and adults, sponsored by the La Mesa Branch, attracted nearly 8,000 participants. While adult materials are checked out the most, the children and teen



The Library and Post Office Facility Building
Constructed in 2009

programs are popular. Weekly Story Times usually have 30 to 50 people in attendance and the Teen Book Club is not only popular in person, but is also available on Podcast. There is a new program called “Text Message Reference” that gives customers the opportunity to text the library and ask for answers to reference questions.

The Friends of the La Mesa Library receive generous donations of materials so there is a plentiful supply of adult books and movies. The Friends of the La Mesa Library also operate a Bookstore in the Branch and sell donated books and other items, giving the proceeds back to the Library.

The La Mesa Library is bright and welcoming, with comfortable spaces for all. The Staff is well-organized, enthusiastic and continues to provide high quality services to the community.

Regional Services Provided by the County of San Diego

The State of California assigns several major service responsibilities to the counties. Regional services provided by the County of San Diego include, health and social services programs, property assessment, property tax collection and distribution, municipal and superior court, and pollution control. These services are available on an equal basis to all citizens of the County, regardless of whether they reside in an incorporated or unincorporated area. The County's Regional services responsibilities are the result of State mandate; yet rarely are State-mandated programs funded by the State.

Goals, Objectives, and Policies

Public services and facilities are linked to the General Plan through the Capital Improvement Program. The Capital Improvement Program must be found consistent with and serve to further the goals and policies of the General Plan.

Goal PSF-1: A balance of city services that achieves public expectations

Objective PSF-1.1: The City will identify supporting revenue when planning and providing City services.

Policy PSF-1.1.1: City Staff will continue to provide the expected administrative guidance to City operations, while constantly being alert for opportunities to improve City services within budgetary limits.

Policy PSF-1.1.2: Promote equitable distribution and access of community facilities and infrastructure within budgetary constraints.

Goal PSF-2: City facilities to safely and efficiently provide services

Objective PSF-2.1: When considering budgetary items, the City will give priority to those items that are of community-wide benefit.

Policy PSF-2.1.1: The City will maintain its effort to create an improved Civic Center Complex.

Policy PSF-2.1.2: Public buildings shall be efficiently and effectively maintained.

Goal PSF-3: Economic development to expand revenue sources to fund necessary infrastructure

Objective PSF-3.1: Facilitate economic development through redevelopment, especially along transit corridors in the Mixed-Use Urban areas.

Policy PSF-3.1.1: Encourage developers to take advantage of and meet the objectives of the Mixed-Use Urban Overlay Zone and Design Guidelines.

Policy PSF-3.1.2: Continue to implement redevelopment projects and explore expanding of existing redevelopment project areas or adopt new project areas, as allowed by changing State legislation.

Goal PSF-4: A safe community

Objective PSF-4.1: The City will maintain a Police Department that is adequately staffed and funded to ensure a safe community.

Policy PSF-4.1.1: The City will monitor and prepare assessments of Police services to identify the level of Police staffing necessary to achieve the goal of a safe community, within budgetary constraints.

Policy PSF-4.1.2: The City will identify the costs involved in providing the level of service desired and will explore revenues sources to fund such services.

Policy PSF-8.1.3: The City will continue to support Graffiti Abatement Programs through the public/private partnership currently working to overcome the problem.

Objective PSF-4.2: The City will take steps to provide and improve the services and response time of the Police Department.

Policy PSF-4.2.1: The Police Department will provide services that will help prevent crime as well as respond to it.

Policy PSF-4.2.2: The Police Department will explore technologies that will aid response time and other services.

Objective PSF-4.3: The Police Department will work with adjacent cities, the County of San Diego, the California Highway Patrol, and other applicable law enforcement agencies

Policy PSF-4.3.1: The Police Department will continue to cooperate and interact with other law enforcement agencies in the region to provide an effective network of information and assistance.

Goal PSF-5: A community where fire risk is minimal

Objective PSF-5.1: The City will provide fire suppression services and prevention information and services.

Policy PSF-5.1.1: The Department will continue to provide first response medical emergency services.

Policy PSF-5.1.2: The Department will train and maintain personnel capable of dealing with incidents involving hazardous materials.

Policy PSF-5.1.3: The Department will maintain a program that promotes disaster preparedness.

Policy PSF-5.1.4: The Fire Department will provide public information, education and services, which may help prevent fires.

Policy PSF-5.1.5: New or supplemental fire equipment, required to protect future mid-rise, high-rise or large commercial structures shall be funded by the developer of these projects.

Policy PSF-5.1.6: The City will continue to include the Fire Department in the Regional network of mutual aid fire response services.

Objective PSF-5.2: The Department will continue to monitor its staffing model to maintain an effective and efficient suppression force.

Policy PSF-5.2.1: The City will strive to provide fire response services at the level necessary to maintain an (ISO) rating of 2.

Objective PSF-5.3: Promote Regional cooperation in fire services

Policy PSF-5.3.1: The City will continue to participate in the Regional and State Mutual Aid System.

Policy PSF-5.3.2: The Fire Department will continue to provide advanced life support first responder emergency medical services in partnership with American Medical Response (AMR).

Policy PSF-5.3.3: The City will work to maintain Joint Exercise of Powers Agreements for management and delivery of fire protection and emergency medical services.

Goal PSF-6: Infrastructure of streets, sewers, and storm drains that sustains a high quality of life

Objective PSF-6.1: Reduce sewer spills to limit environmental and property damage.

Policy PSF-6.1.1: The City will continue to update and use the Wastewater Collection System Master Plan for guidance in maintaining and improving the sewer system.

Policy PSF-6.1.2: The Public Works Department will work to complete the collection system improvements as prioritized in the Wastewater Collection System Master Plan.

Policy PSF-6.1.3: The Public Works Department will continue to maintain the existing sewer lines in an effort to reduce sewer spills.

Policy PSF-6.1.4: The City will continue to be a member of and advocate on behalf of its rate payers at the Metro Wastewater Joint Powers Authority.

Policy PSF-6.1.5: The City will cooperate with other agencies to determine the feasibility of using recycled water.

Policy PSF-6.1.6: The City will endorse Regional efforts in water recycling.

Policy PSF-6.1.7: The City will continue the FOG (Fats, Oils and Grease) Control Program as a method to reduce maintenance effort and decrease sewer spills.

Policy PSF-6.1.8: The City will continue to develop programs as needed to comply with governmental mandates that pertain to maintaining and improving the sewer system.

Objective PSF-6.2: Maintain, improve and monitor the City's storm water drainage system.

Policy PSF-6.2.1: The City will maintain a Storm Drain Master Plan to help plan and coordinate necessary improvements to the Storm Water Drainage System.

Policy PSF-6.2.2: A condition of approval of future development will include construction of improvements to the Storm Water System as appropriate.

Policy PSF-6.2.3: Capital Improvement Projects to replace corrugated metal storm drain pipe and address storm water drainage capacity issues will be identified and programmed as resources allow.

Policy PSF-6.2.4: The City will maintain a program to ensure that it is in compliance with the National Pollutant Discharge Elimination System permit.

Policy PSF-6.2.5: The Public Works Department will develop a program to monitor storm drain water quality and identify the best management practices necessary to deal with contaminants.

Objective PSF-6.3: Streets and alleys will be maintained to provide safe vehicular, bicycle and pedestrian access.

Policy PSF-6.3.1: The Sidewalk Master Plan and Bicycle Facilities and Alternative Transportation Plan shall be utilized for guidance in the design and construction of street improvements.

Policy PSF-6.3.2: The street network shall be divided into maintenance zones (currently 7) for efficient planning and coordination of maintenance activities. Street maintenance will be performed in one maintenance zone each year.

Policy PSF-6.3.3: Maintenance will be performed on street trees, curbs, gutters, sidewalks, pedestrian ramps, signage, striping, and roadway surfaces.

Policy PSF-6.3.4: Pavement condition assessment will be utilized to program the maintenance type and location to ensure most cost effective maintenance.

Policy PSF-6.3.5: Coordinate street improvements with other infrastructure improvements to achieve efficiencies.

Objective PSF-6.4: The City will strive to maintain all existing park facilities at a level that is safe and appealing for the intended use.

Policy PSF-6.4.1: The City will maintain a Park Facilities Master Plan that will itemize and prioritize potential improvements for every park in the City.

Policy PSF-6.4.2: The City will search for new public and private funding sources that can be used to enhance existing park facilities, and to develop and maintain new park facilities.

Objective PSF-6.5: The City will coordinate environmental programs for the purpose of improving long-term sustainability.

Policy PSF-6.5.1: The City will coordinate the Stormwater Pollution Prevention Program with the solid waste reduction, recycling, household hazardous waste disposal, and other waste diversion mandates.

Policy PSF-6.5.2: The City will provide enforcement activities to ensure recycling for single-family, multi-family and commercial properties, and construction and demolition sites to reduce the amount of solid waste diverted to local landfills.

Policy PSF-6.5.3: New construction and remodeling projects are required to provide space for recycling containers.

Policy PSF-6.5.4: The design of new City facilities shall incorporate space for recycling containers.

Policy PSF-6.5.5: The City will adopt a program to reduce the stream of organic waste with the intent of reducing the landfill stream.

Policy PSF-6.5.6: The City shall strive to reduce the use of resources needed to maintain the quality of life in La Mesa.

Policy PSF-6.5.7: The City shall maximize the use of existing resources while minimizing their effects on the environment.

Goal PSF-7: A range of recreation services for the community

***Objective PSF-7.1:** The City will strive to meet the recreational service needs of the public at a reasonable cost to the program participant.*

Policy PSF-7.1.1: The Community Services Department will continue to provide programs that are responsive to community interests, are unduplicated when possible and provide a meaningful experience for attendees.

Policy PSF-7.1.2: The City and the La Mesa Park and Recreation Foundation will seek funding to plan and provide Capital Improvements for parks and recreational facilities, which meet the needs and standards of the community.

Goal PSF-8: Program administration for the physical and economic development of the community

***Objective PSF-8.1:** The Community Development Department will continue to oversee the Building, Planning, and and Housing activities for the City.*

Policy PSF-8.1.1: Give careful attention to the building permit process, as well as Urban Design Standards related to building scale, architectural materials, landscaping, and other elements to emphasize attractive and safe building and site design in new development projects.

Policy PSF-8.1.2: The Community Development Department will continue to provide Code Compliance services as a means of implementing community appearance and public safety goals and policies of the General Plan, and as a means of responding to citizen concerns about their community.

Policy PSF-8.1.3: The Community Development Department will continue to represent the City in Regional planning projects and programs to assure local representation for La Mesa while supporting Regional cooperation in locating and funding Regional public facilities.

Policy PSF-8.1.4: The Community Development Department will explore the need to expand existing project areas or adopt new project areas with the economic and physical tools provided by State Law.

Goal PSF-9: Strong working relationships with all special districts operating within the City Limits for the provision of needed services.

Objective PSF-9.1: Explore ways to work with other agencies to share facilities and expand infrastructure and technology in the public realm.

Policy PSF-9.1.1: The City will continue to sponsor and support efforts involving the joint use of public properties especially for active recreation purposes.

Policy PSF-9.1.2: The City will encourage and work with the Helix Water District to develop and utilize a recycled water distribution system for the irrigation of public landscape areas.

Implementation

Planning for future services and facilities is an important role of local government. The General Plan can assess the potential for growth in the residential and commercial sector. Public services and facilities are linked to the General Plan through the Capital Improvement Program (CIP).

The General Plan also has a relation to the City of La Mesa budget and provides goals, objectives, policies and implementation programs, which are economically sound, in their attempt to balance community needs with resources. The City will carefully monitor its finances and establish those measures necessary to efficiently provide services and maintain facilities within the existing budgetary framework. There is a continuing effort to sustain top quality services to the community and maintain or improve the facilities and infrastructure that is necessary to sustain the quality of life in La Mesa.

General Government

A General Law City, La Mesa will continue to operate under a Council/Manager form of government. A five-member City Council includes a directly elected Mayor.

Senior Management Group

The City Manager's Office acts as coordinator of the Senior Management Group consisting of all of the City Department heads. This group will use its combined knowledge and experience to help the City Council guide the City on a sound financial course.

Budget Review Process

The City Manager and the Senior Management Group will use the bi-annual budget process as a tool to implement the policies and objectives of the City Council and the General Plan, and to monitor the City's progress in achieving its goals.

Capital Improvement Program

The Five Year Capital Improvement Program (CIP) is a primary method the City has used to identify and prioritize funding for the kinds of major projects anticipated in the near future. The CIP process involves the following general steps:

1. The Public Works Department receives project proposals from all City departments and organizes them for review.
2. A City management team reviews the requests and prioritizes the projects in order to make a recommendation to City Council.
3. The Planning Commission reviews the recommended list to make additions and findings of consistency with the General Plan.

4. The City Council approves the list of projects, funding sources and priorities as part of the bi-annual budgetary approval process.

Grant Applications

Grants are one of the tools to fund the CIP and services/facilities. Although each Department of the City does research and work on grant applications, the City Manager's Office is generally responsible for coordinating the submission of applications for grants from other agencies and organizations. These grants could be of great assistance in funding a variety of City operations and programs.

Police Department/Fire Department

Please refer to the Safety Element for the Implementation Plans and Programs for the Police Department and Fire Department.

Public Works

Wastewater System Maintenance

The Public Works Department will continue to provide the maintenance and repair of sewer mains within the City limits. The Department will also continue to be an active participant in Regional decision-making efforts aimed at improving the Metro Sewer System to satisfy the Federal Clean Water Act. The City will annually review its wastewater fund to anticipate and identify the financial resources needed for sewer system maintenance and upgrades.

Storm Water Drainage Maintenance

The Public Works Department will maintain the City's improved storm water drainage features. The Department will seek the means to replace the deteriorating corrugated metal pipes, and maintain a Master Plan for Storm Water Drainage.

Street Maintenance

The Public Works Department will continue to provide the maintenance and repair of street improvements in the City. With the development of a Pavement Management System, and the Regional Congestion Management Plan, the Department will be able monitor existing conditions and anticipate maintenance needs in a more efficient and sustainable manner. Please refer to the Circulation Element for more information on implementation of plans and programs.

Park Maintenance

The Public Works Department will continue to provide maintenance for the City's parks. Future funding may be needed for this function as landscaped street medians and possible additions to park landscaping are added to the inventory of maintenance responsibilities. The Open Space/Recreation Element will have more detailed implementation plans and programs.

Environmental Services

Please refer to the Conservation/Sustainability Element for more detailed implementation plans and programs.

Community Services

Please refer to the Open Space/Recreation Element for more detailed implementation plans and programs.

Community Development

Please refer to the Land Use and Urban Design Element for more detailed implementation plans and programs of Community Development.

Other Agencies Services

In order to make effective land use and transportation planning decisions, La Mesa collaborates with the County of San Diego, the San Diego Association of Governments (SANDAG), the San Diego County Regional Airport Authority, and the neighboring cities of El Cajon, Lemon Grove, and San Diego. The City also coordinates with County agencies such as the Health and Human Services Agency, Department of Environmental Health Hazardous Materials Division and the Air Pollution Control District. The City of La Mesa also interacts with School Districts, Helix Water District, and the Grossmont Healthcare District.

Glossary

The terms and definitions in this glossary are commonly found in public service and public facilities literature.

Capital Improvement Program (CIP): The Capital Improvement Program (CIP) is used to track spending on the City’s major sewer, street, storm drain, parks, and building projects. The City’s Engineering Department maintains a list of needed infrastructure improvements, which are program-based on priority and funding.

Mixed-Use: Development that includes two or more physically integrated uses on one site or within one structure. The combination could include residential, retail, office, industrial, institutional, or other land uses.

Public Works: The City Department responsible for infrastructure maintenance (streets, sidewalks, pipelines, etc.).

Public Realm: Places to which everybody has access, although this access may be controlled at times. It consists of both outdoor and indoor spaces. The outdoor spaces include streets, linkages, squares and parks, while the indoor may include public buildings such as libraries.

Sustainability: To meet the needs of the present without compromising the ability of future generations to meet their needs. A sustainable community fosters the three E’s; environment, economy, and equity, by not letting the interest of one be considered above the others.

Transit: Transportation by bus, rail, or other conveyance, either publicly or privately owned, which provides service to the public on a regular and continuing basis.