



**AP TRITON**  
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# Salinas Fire Department

## Long-Range Master Plan

# Purpose and Approach

- The purpose of a Master Plan is to understand where the department is in relation to:
  - The risks the community faces today.
  - Anticipate community growth (and therefore risk growth).
  - Recommend steps to position SFD to address that growth in advance with appropriate resources and infrastructure.
- In short, a Master Plan keeps the fire department from lagging behind community growth and development.

# Process

- The Triton Team analyzed the data provided by the department as well as others to determine the current levels of response performance.
- From this analysis, the team identified factors influencing risk and response performance and has identified opportunities for delivery system improvement.

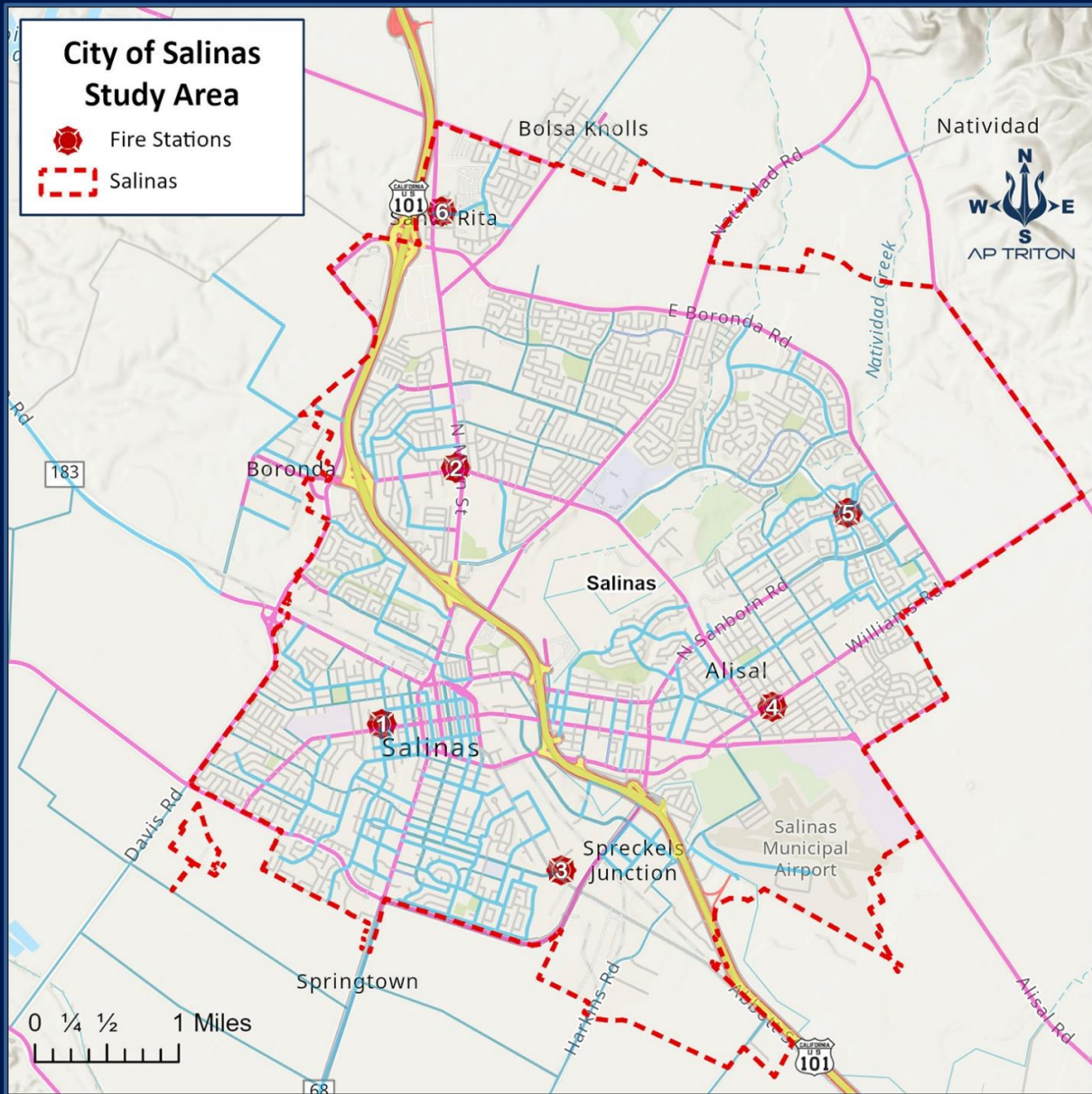
# Description of Community Served

- Resident population: Approximately 160,000+
- Approximately 23 square miles
- Full-service fire department
- Six fire stations
- 92 career operations staff, and 14 support staff

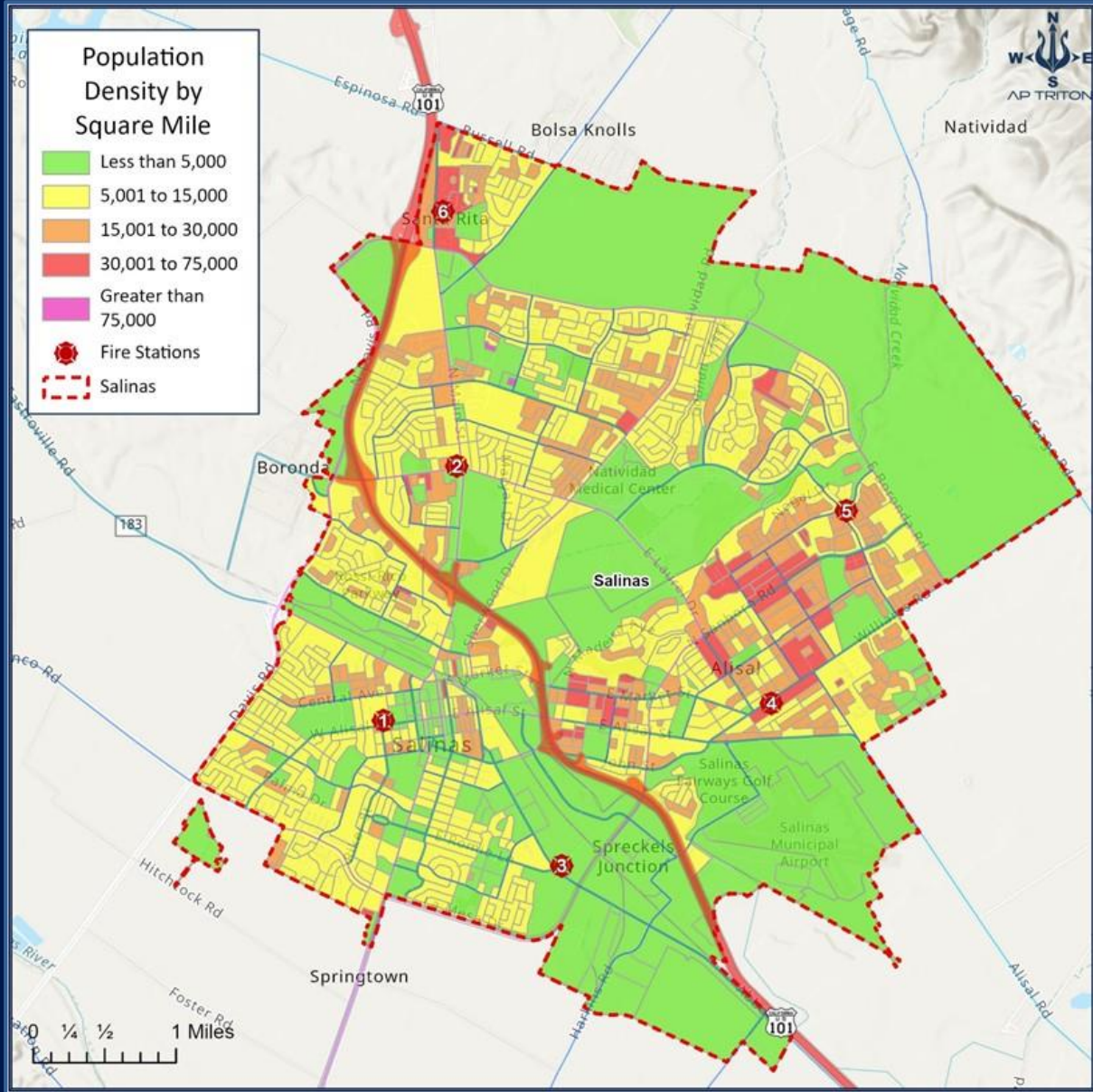
# Services Provided

- Traditional structural and wildland fire suppression
- EMS Fire Response at the advanced level
- Hazardous materials response
- Low-angle rescue, Swift Water, and vehicle extrication
- Life-safety programs (inspection, plan reviews)
- Public education and prevention programs

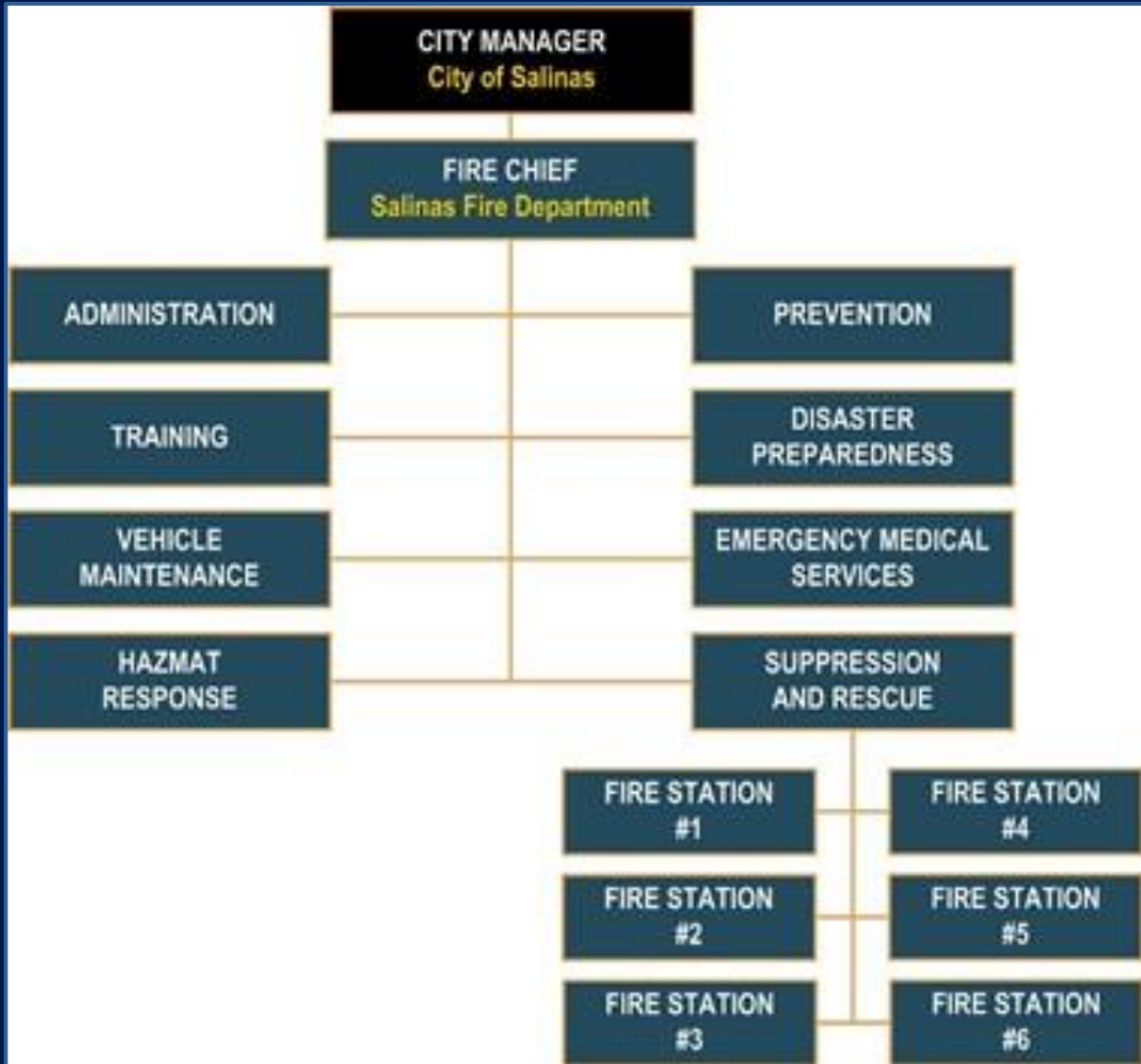
# SFD Service Area



# Population Density



# SFD Organizational Structure





# Administrative Staff

Position	Assigned
Fire Chief	1
Deputy Fire Chief	1
Training (BC)	1
Fire Marshal (BC)	1
Fire Inspector (FT)	3
Fire Inspector (PT)	1
Administrative Captain	1
Management Analyst (FT)—Administration	1
Office Technician (FT)—Administration	1
Administrative Clerk (PT)—Administration	1
Administrative Analyst (FT)—Prevention	1
Office Technician (FT)—Prevention	1

# Operations Staff FTEs

Position	FTEs
Battalion Chiefs	3
Captains (8 Paramedics)	24
Engineer/Operator (10 Paramedics)	24
Firefighter/Firefighter Paramedics (10 Paramedics)	41
<b>Total FTEs:</b>	<b>92</b>

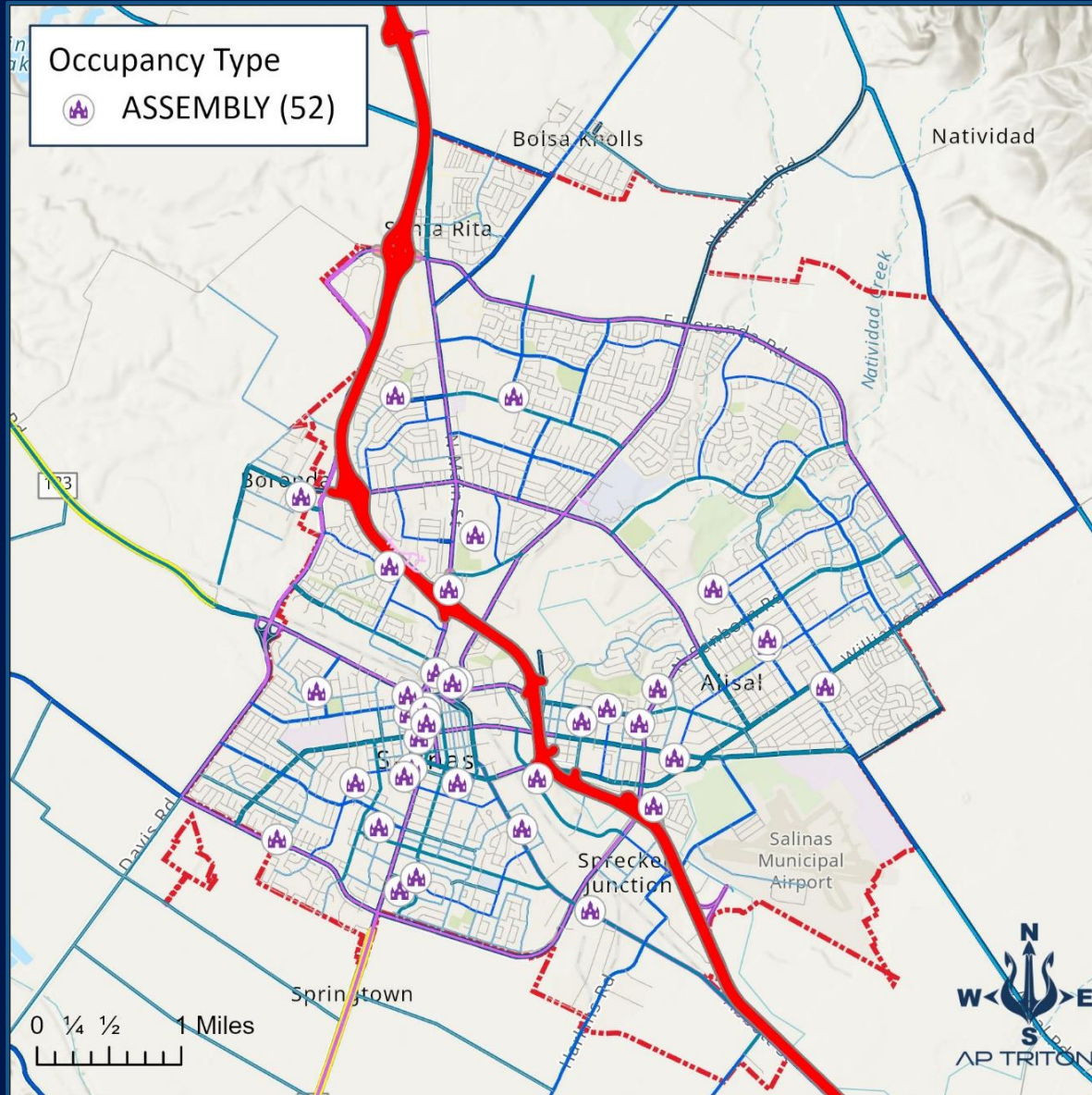
# Percentage of Incidents (2018-22)

Incident Type Description	Percent of Total
Fires	5.1%
Overpressure	< 1%
Rescue-Medical	62.9%
Hazardous Condition	2%
Service Call	7.7%
Good Intent	16%
False Alarm	5.2%
Disaster	< 1%
Special	< 1%
Other	< 1%

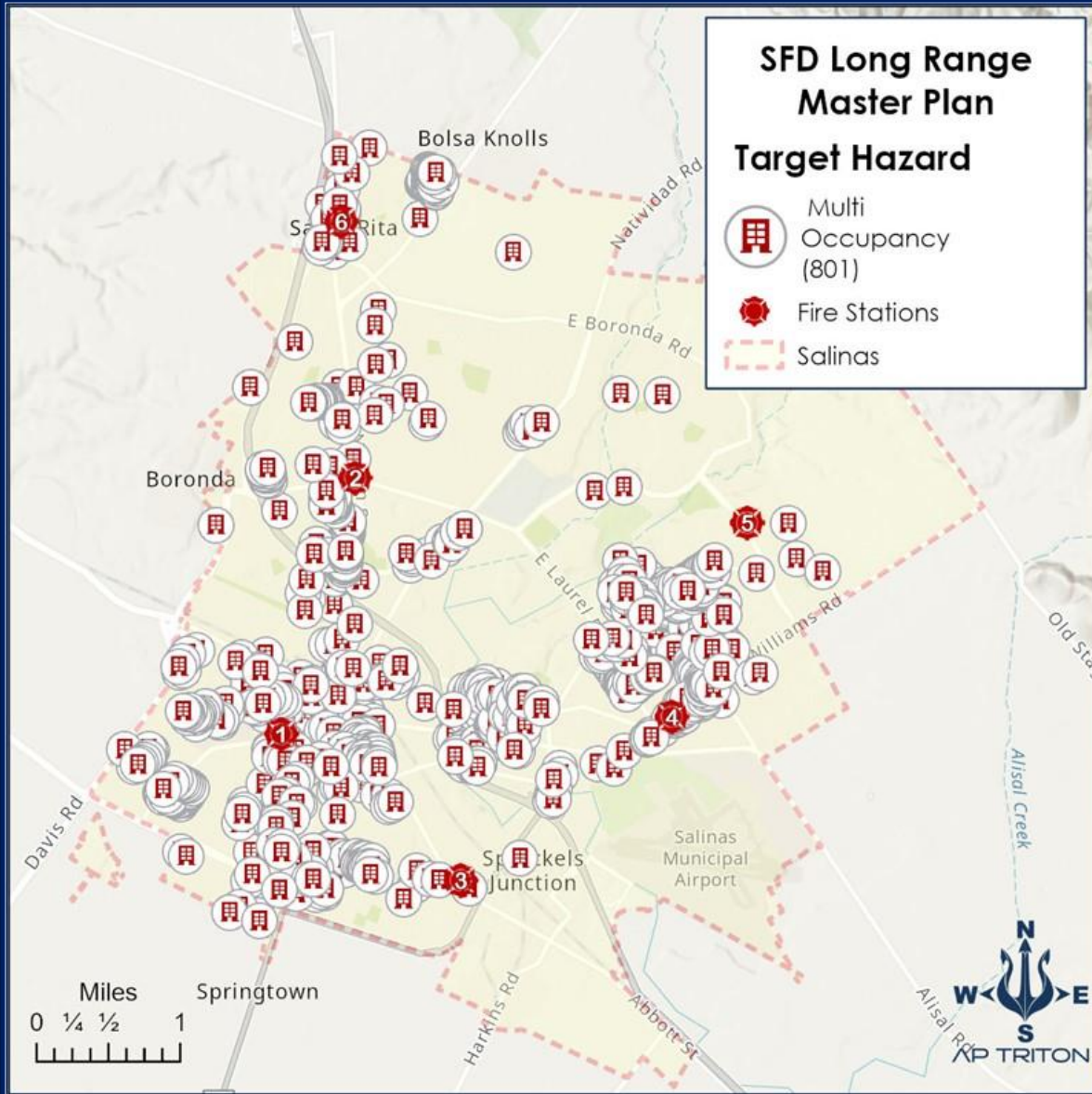
# Community Risk Assessment



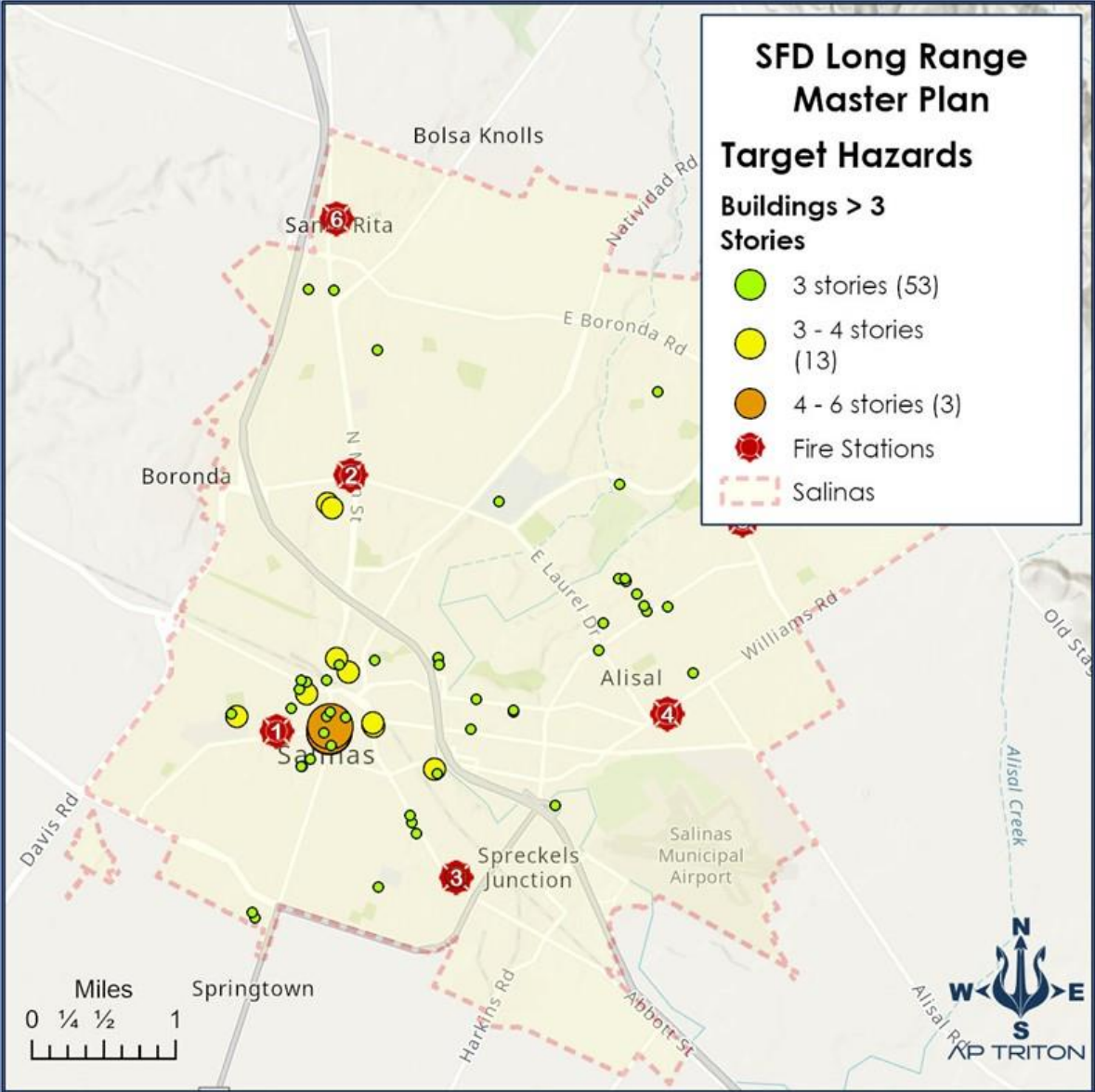
# Assembly Occupancies



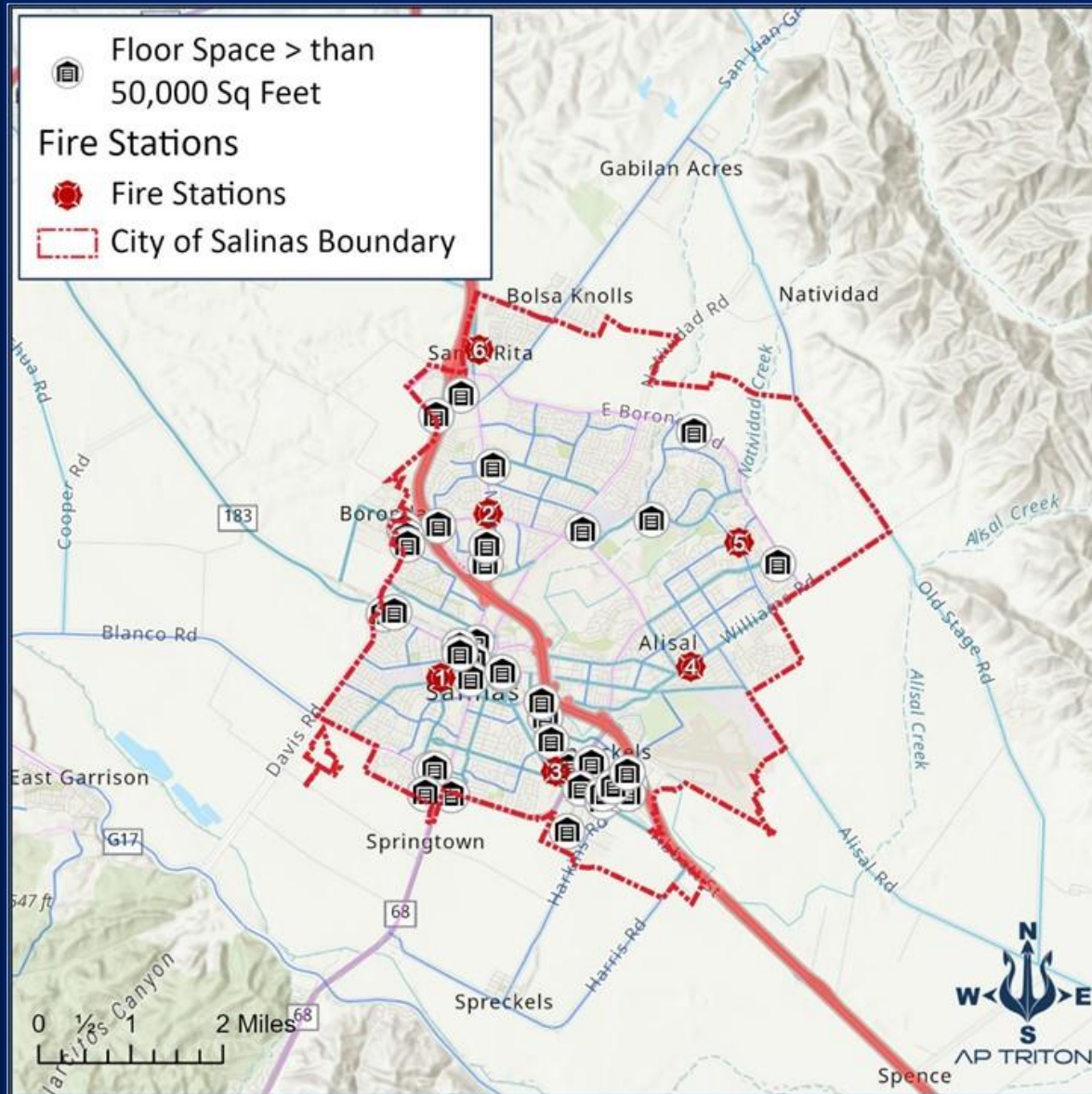
# Multi-Family Occupancies



# Buildings Three or More Stories in Height

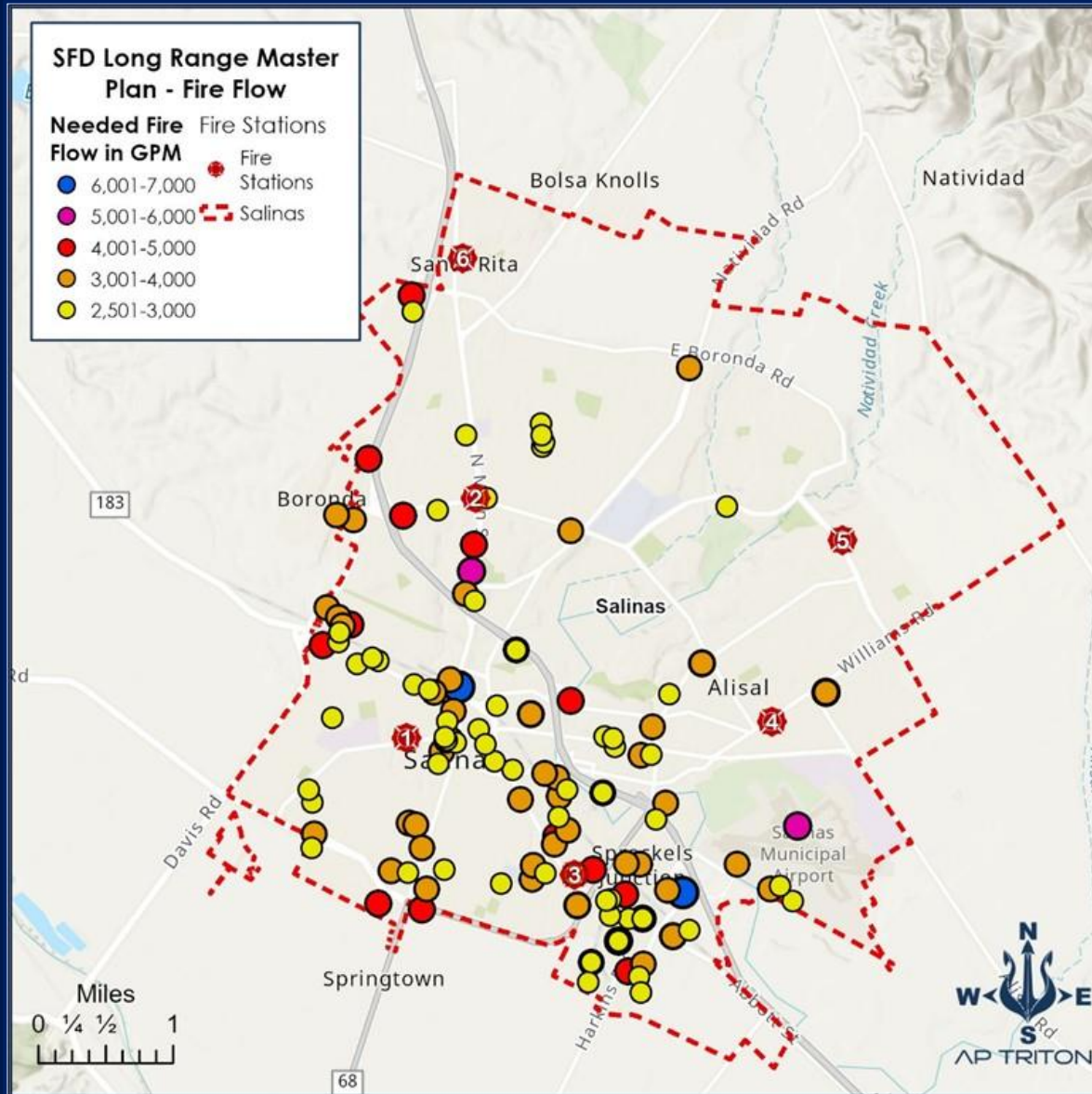


# Buildings Greater than 50,000 Square Feet

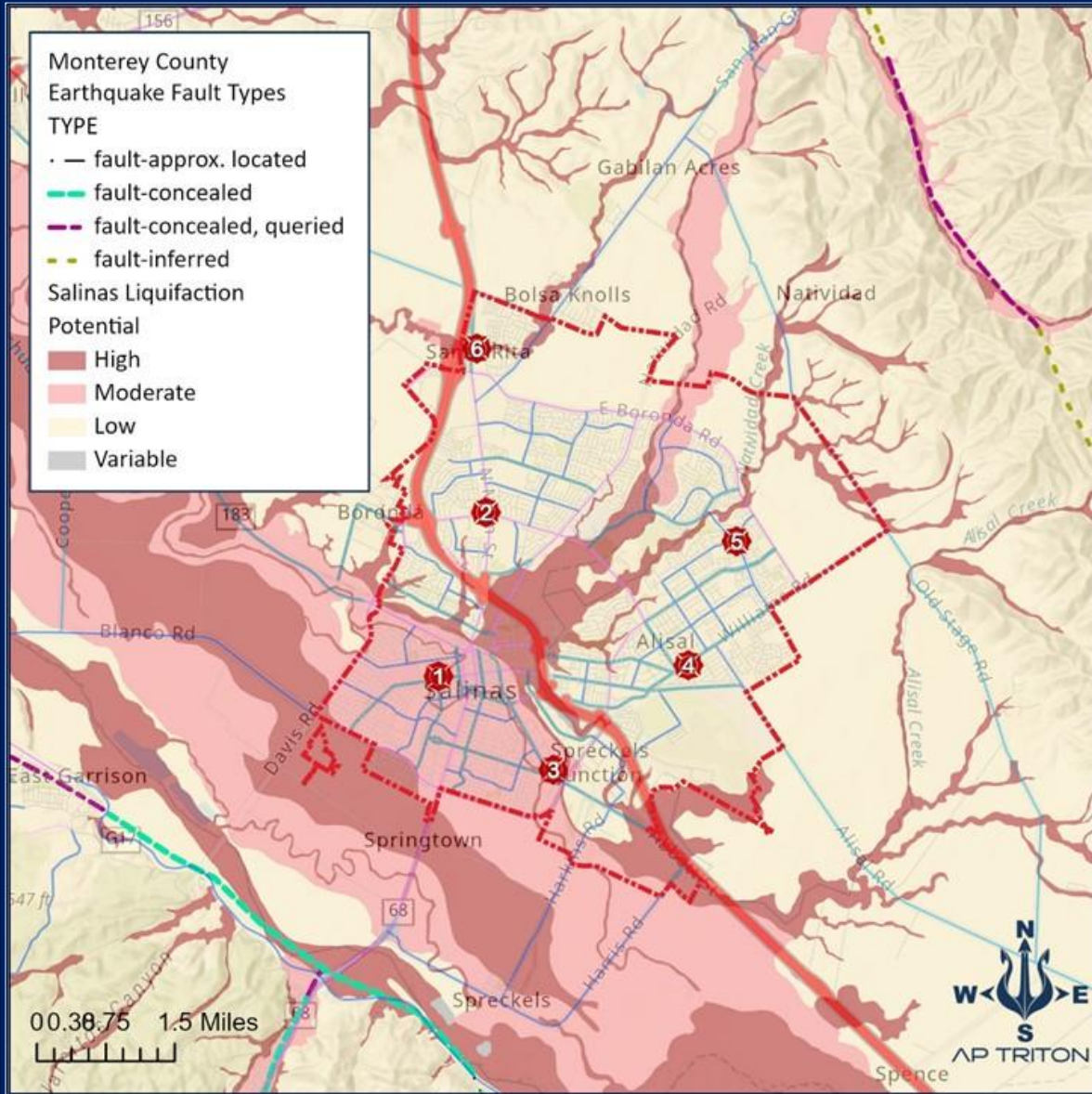




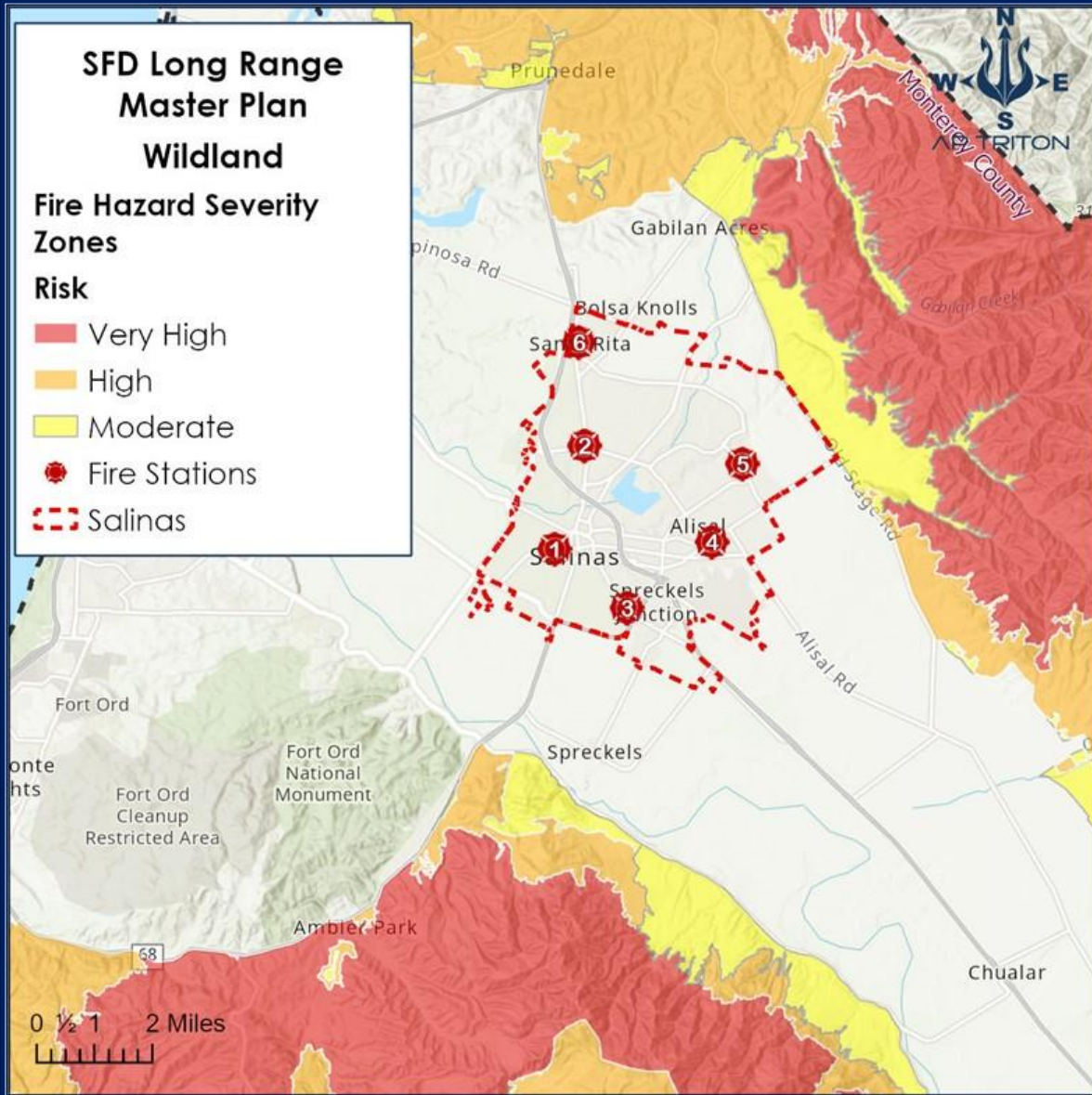
# Fire Flows Greater than 2,500 Gallons per Minute Occupancies



# Earthquake Risks



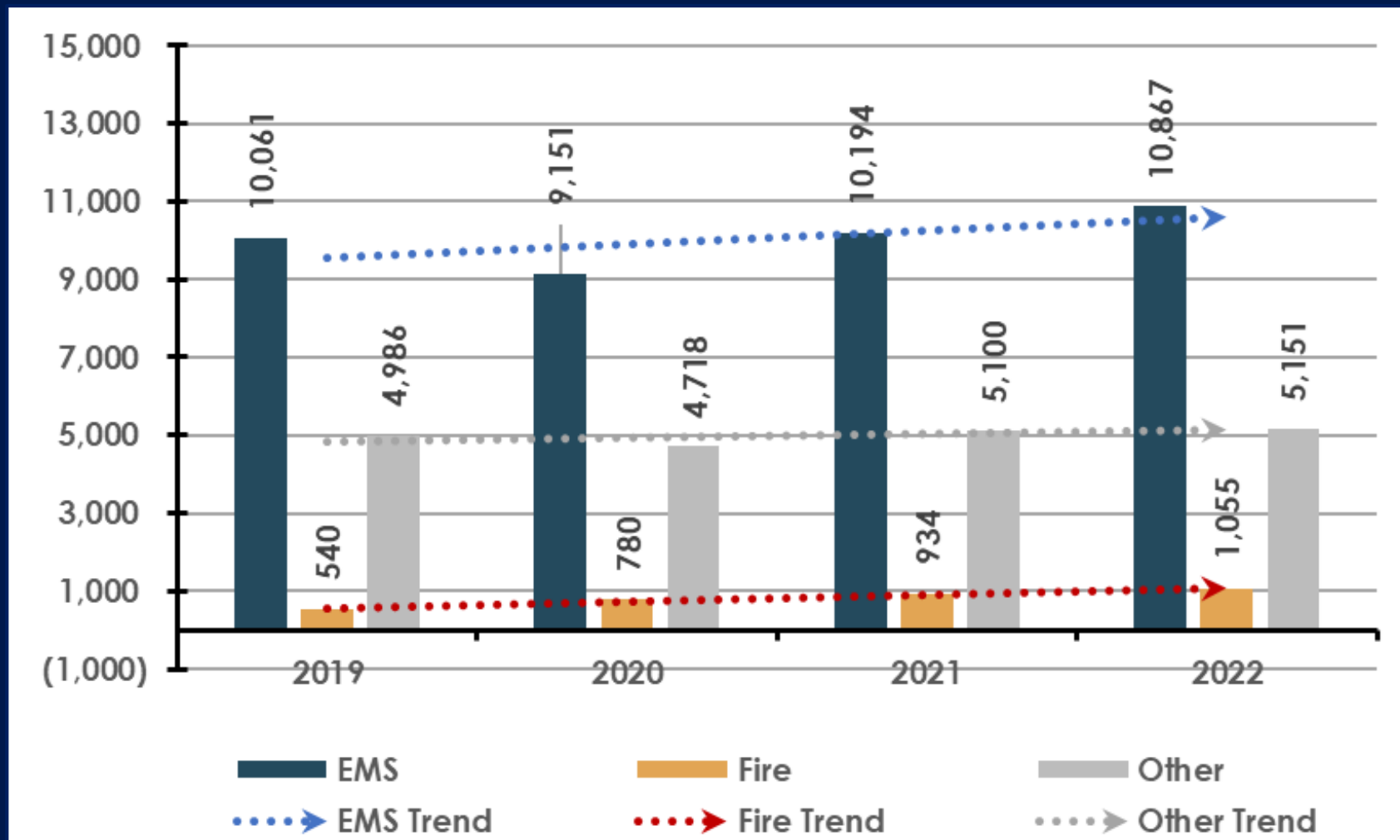
# Wildfire Risks



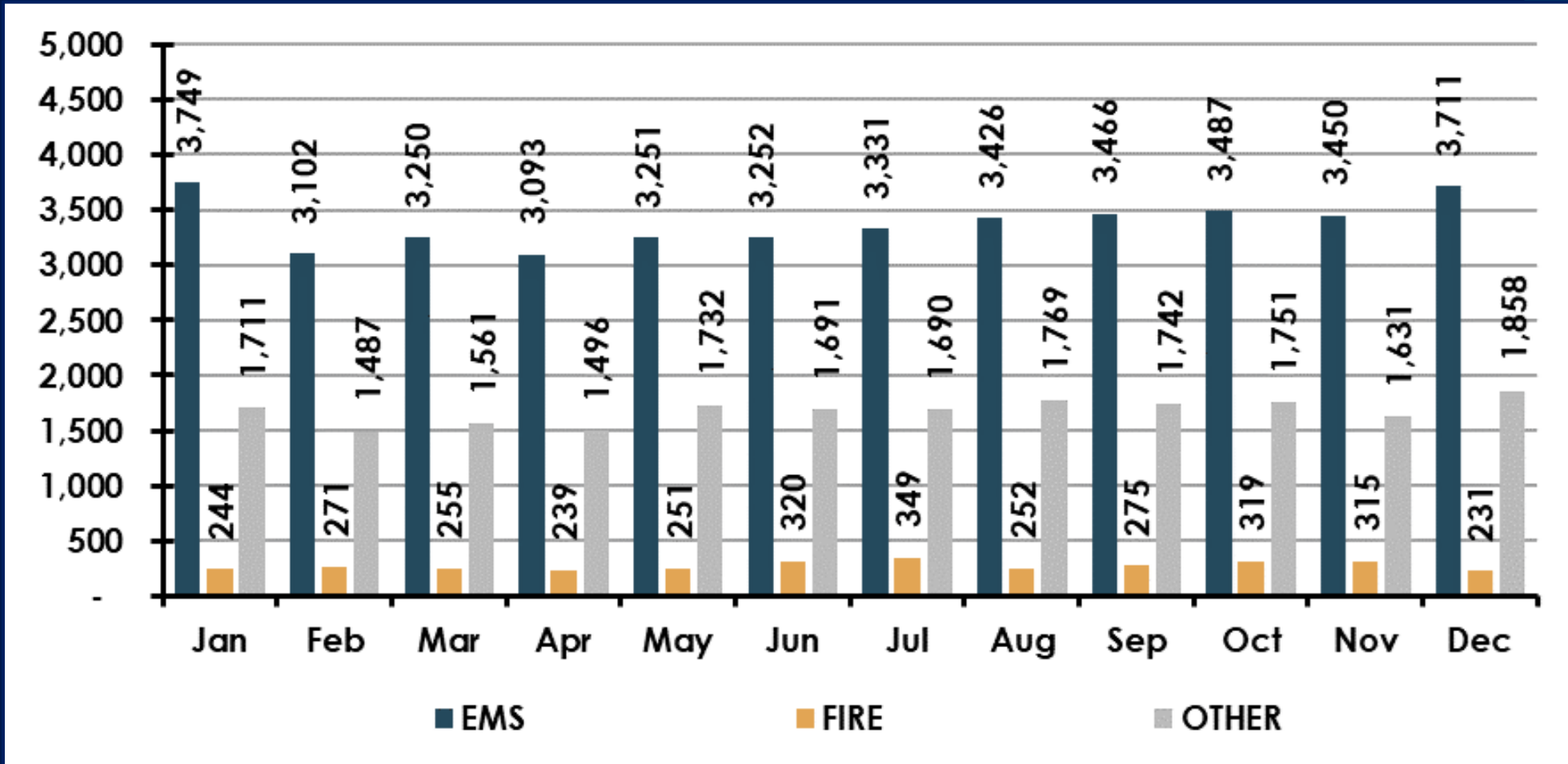
# Service Delivery & Performance



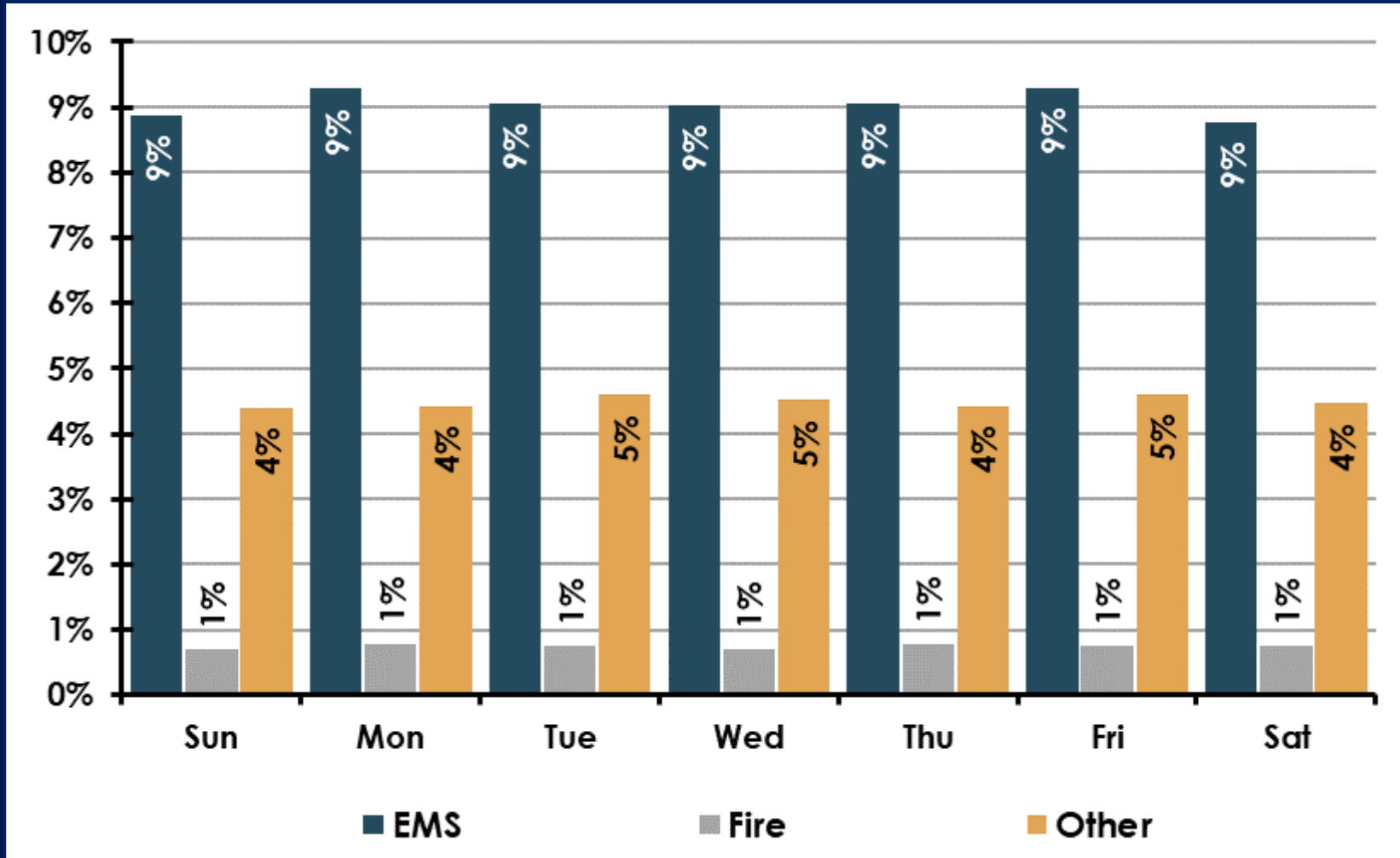
# Response Workload History (2018-22)



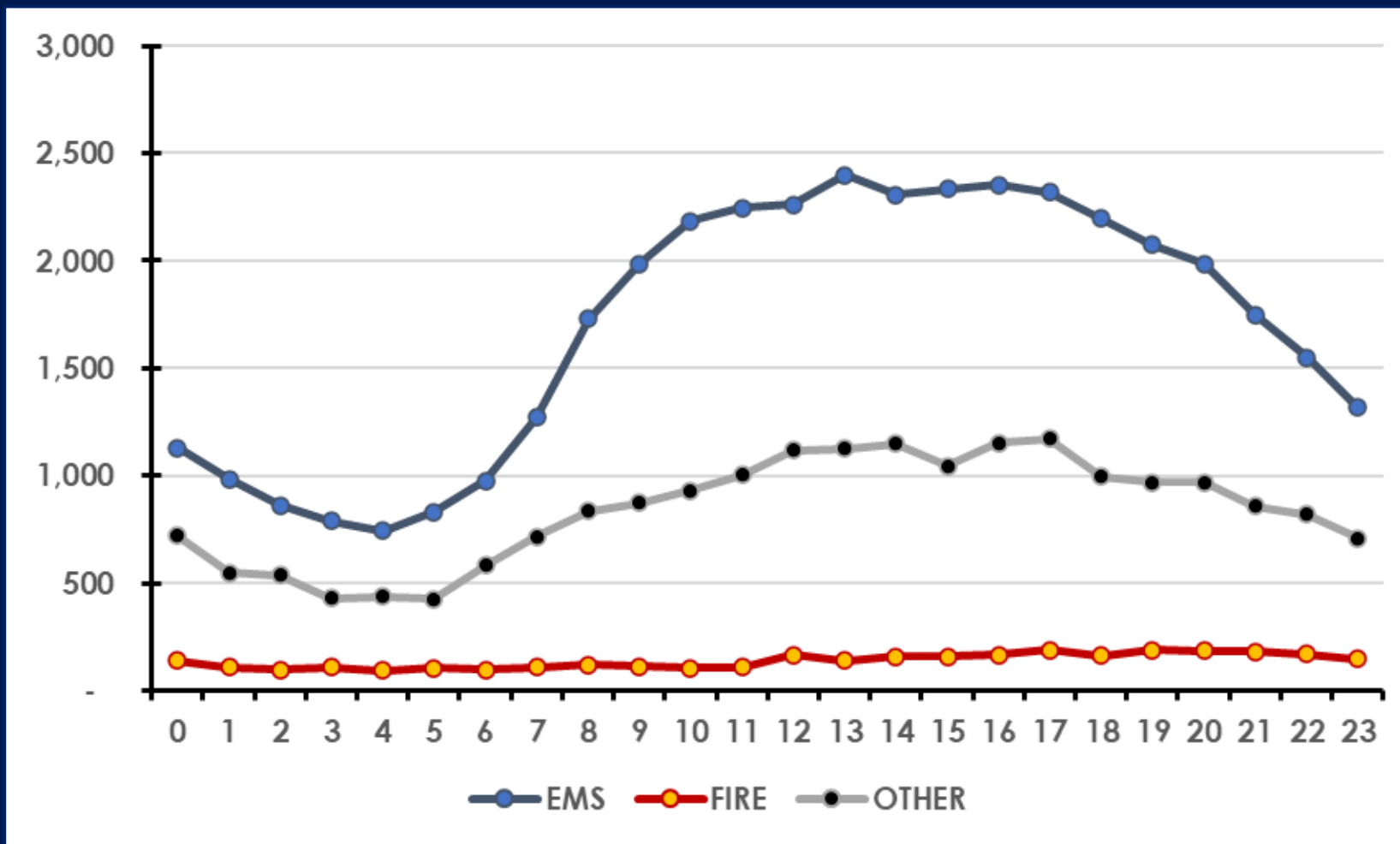
# Monthly Response Workload History (2018-22)



# Daily Response Workload History (2018-22)

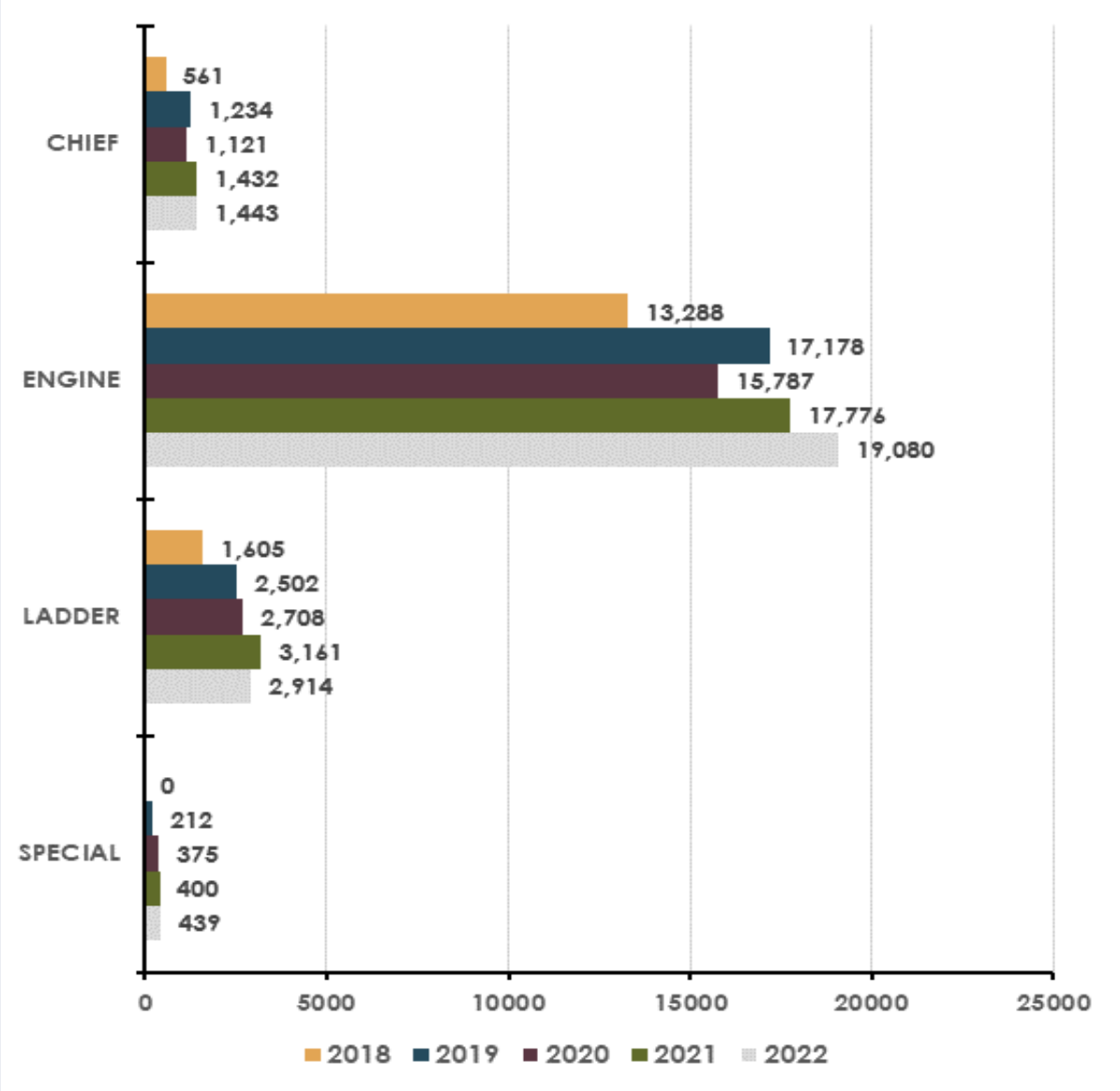


# Hourly Response Workload History (2018-22)

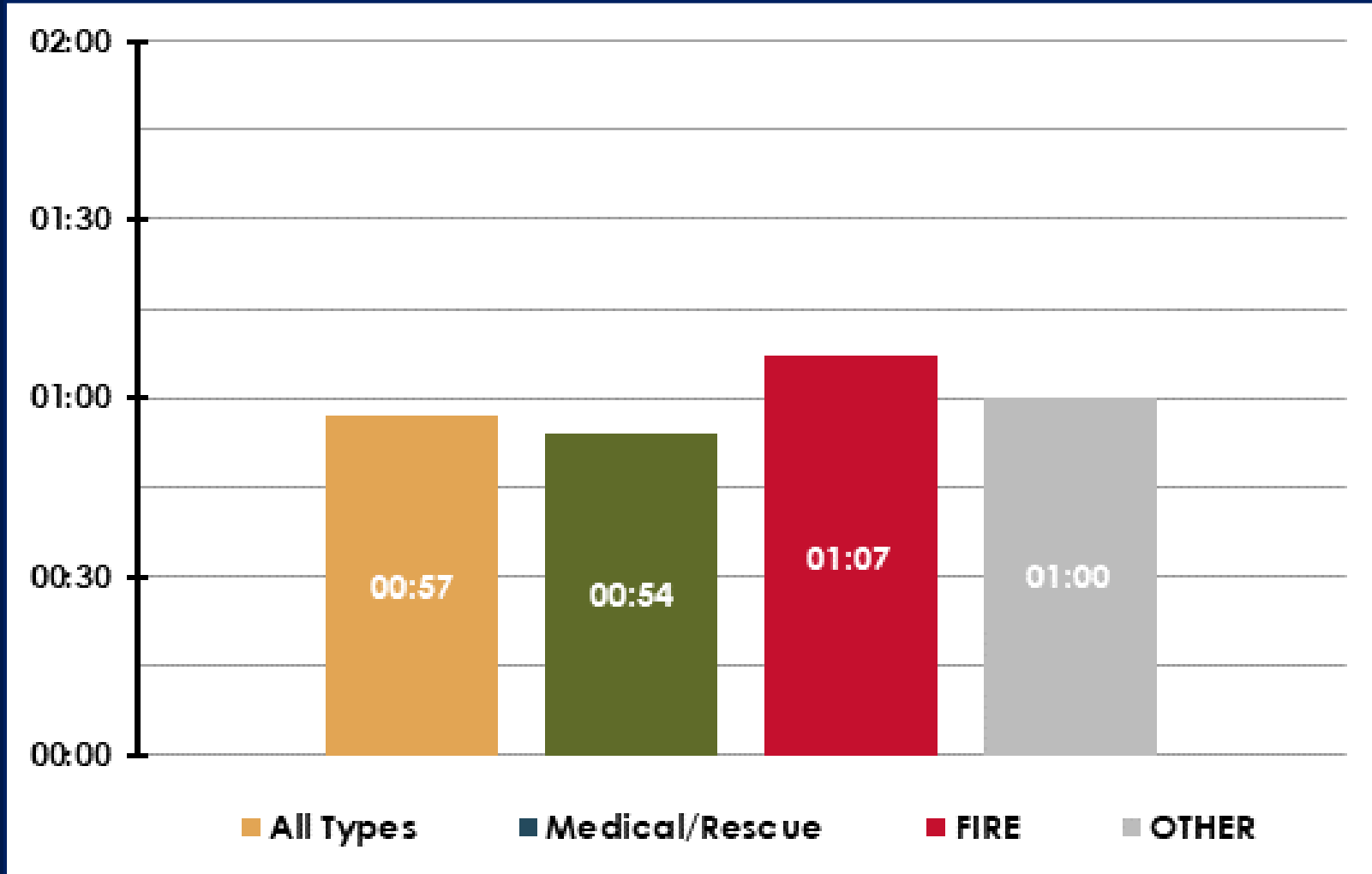




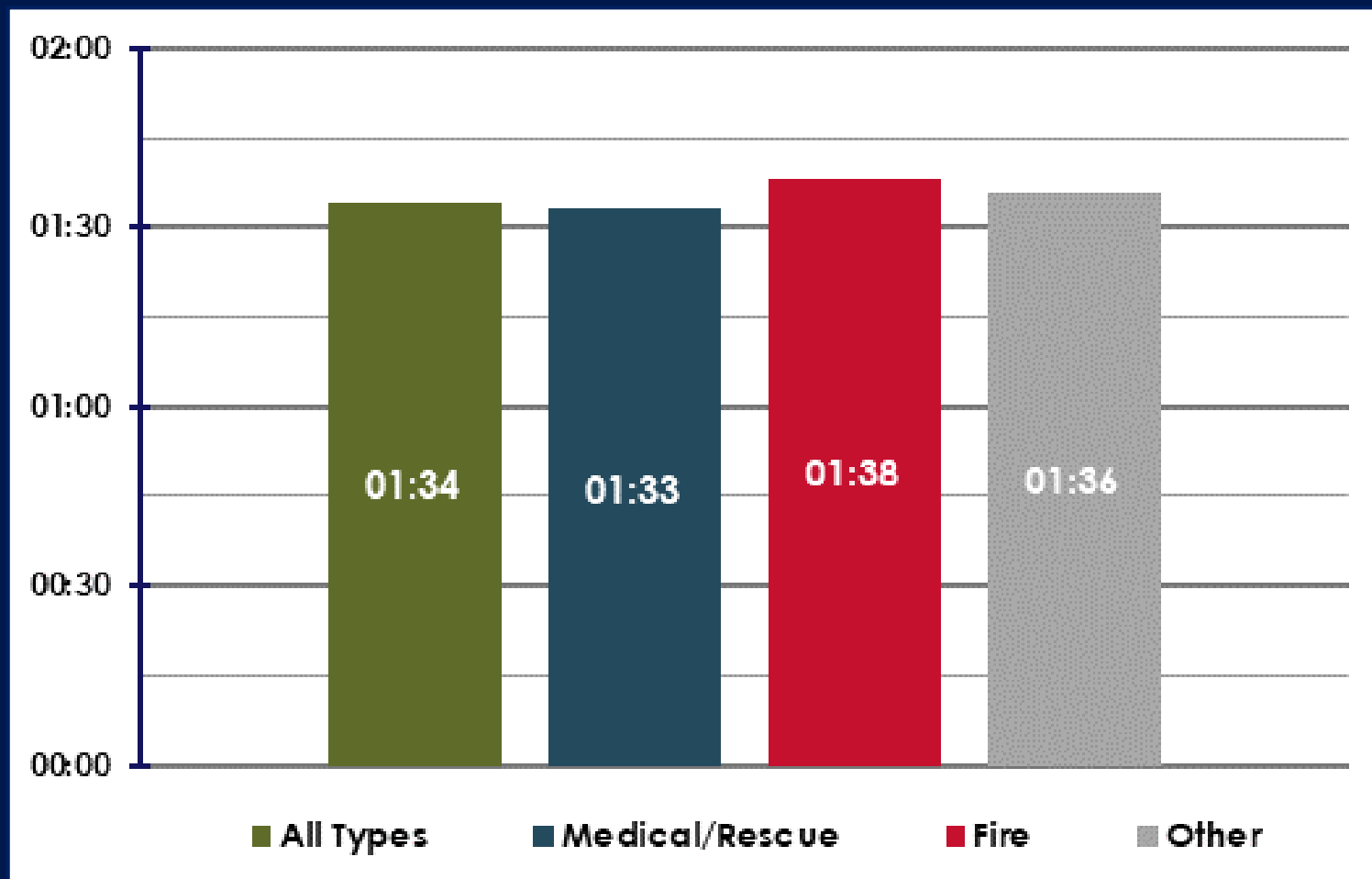
# Response Unit Workload History (2018-22)



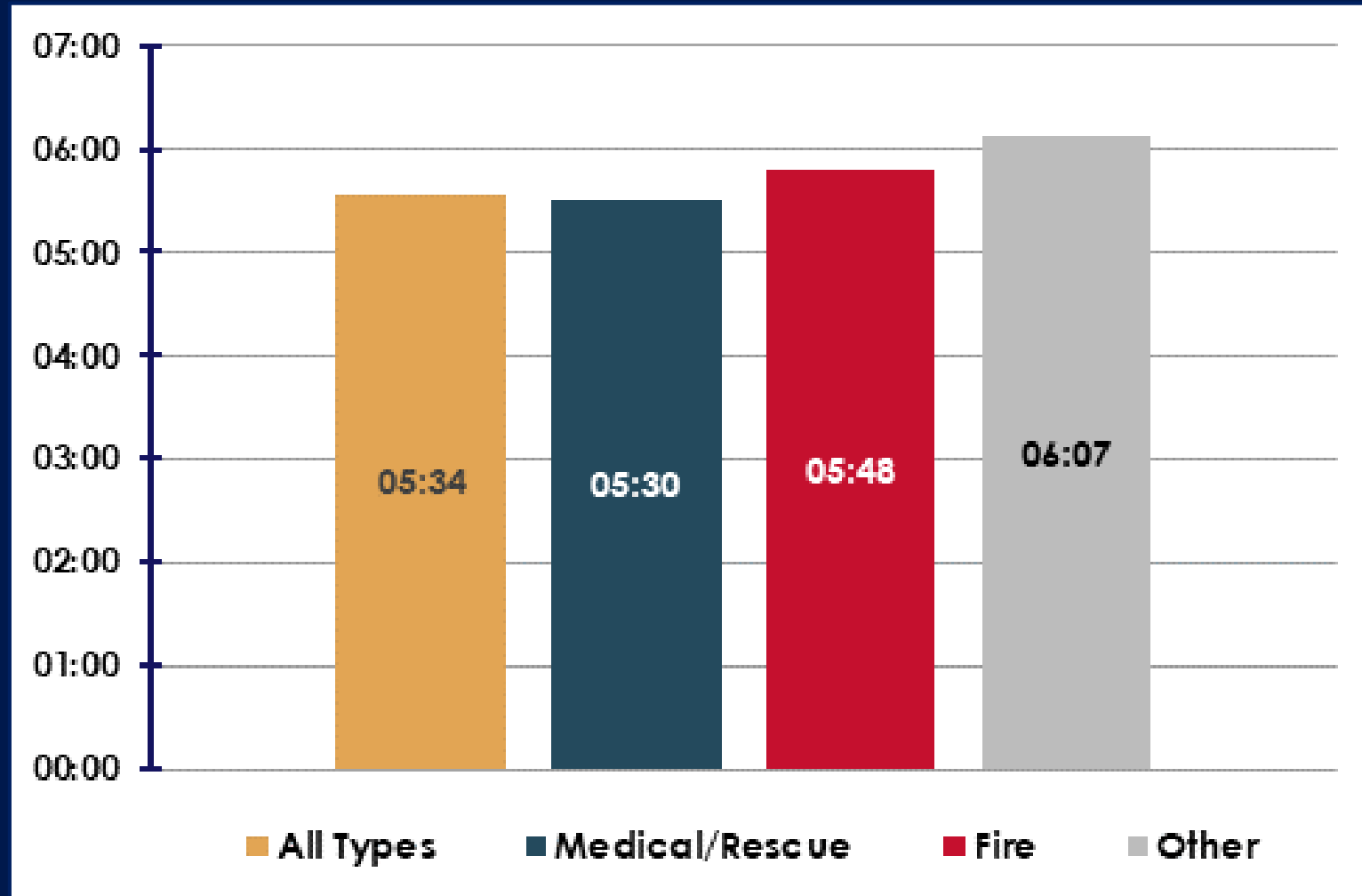
# Call Processing by Incident Type (2018-22)



# Turnout Time by Incident Type (2018-22)



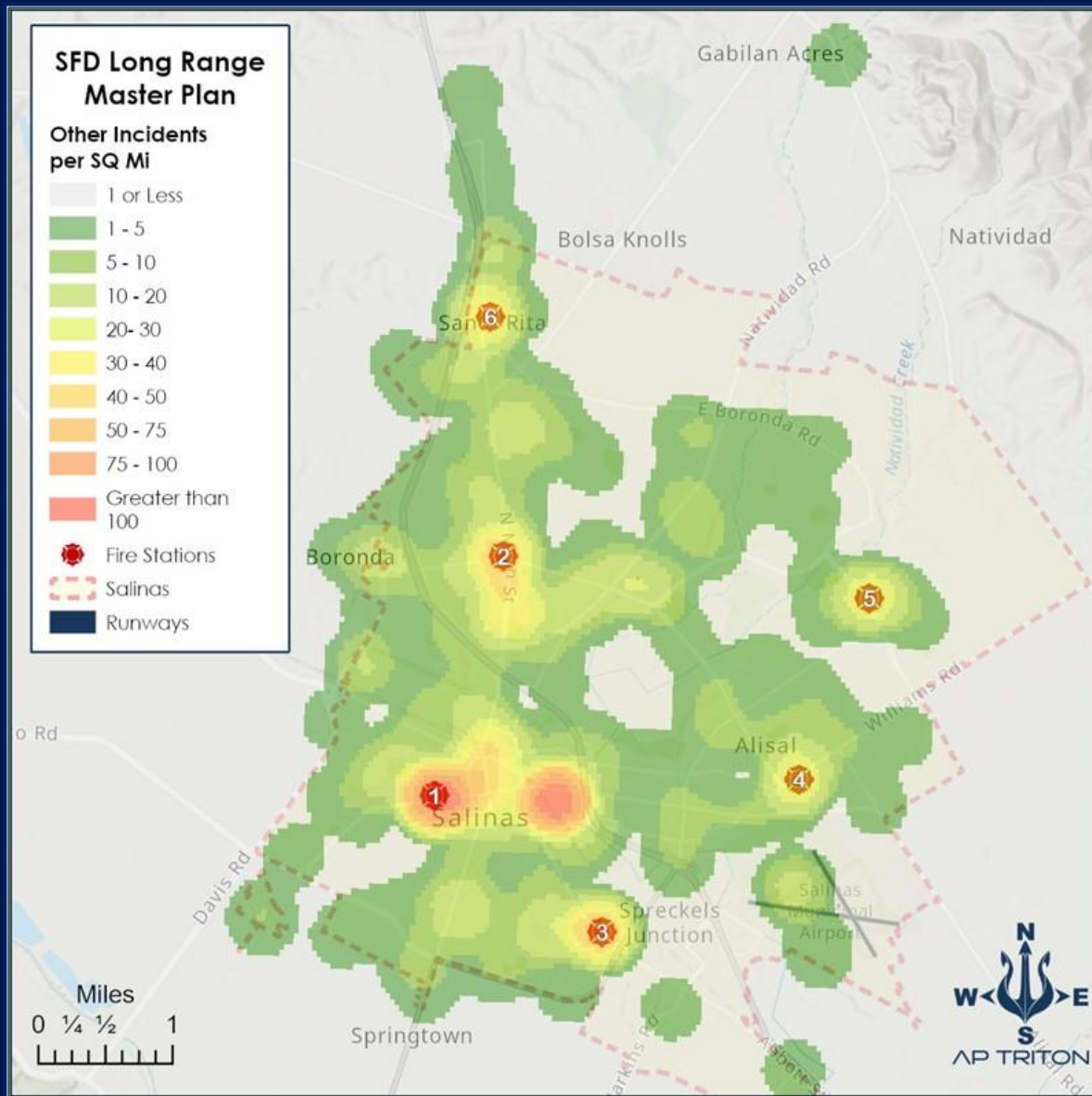
# First Arrival Travel Time (2018-22)



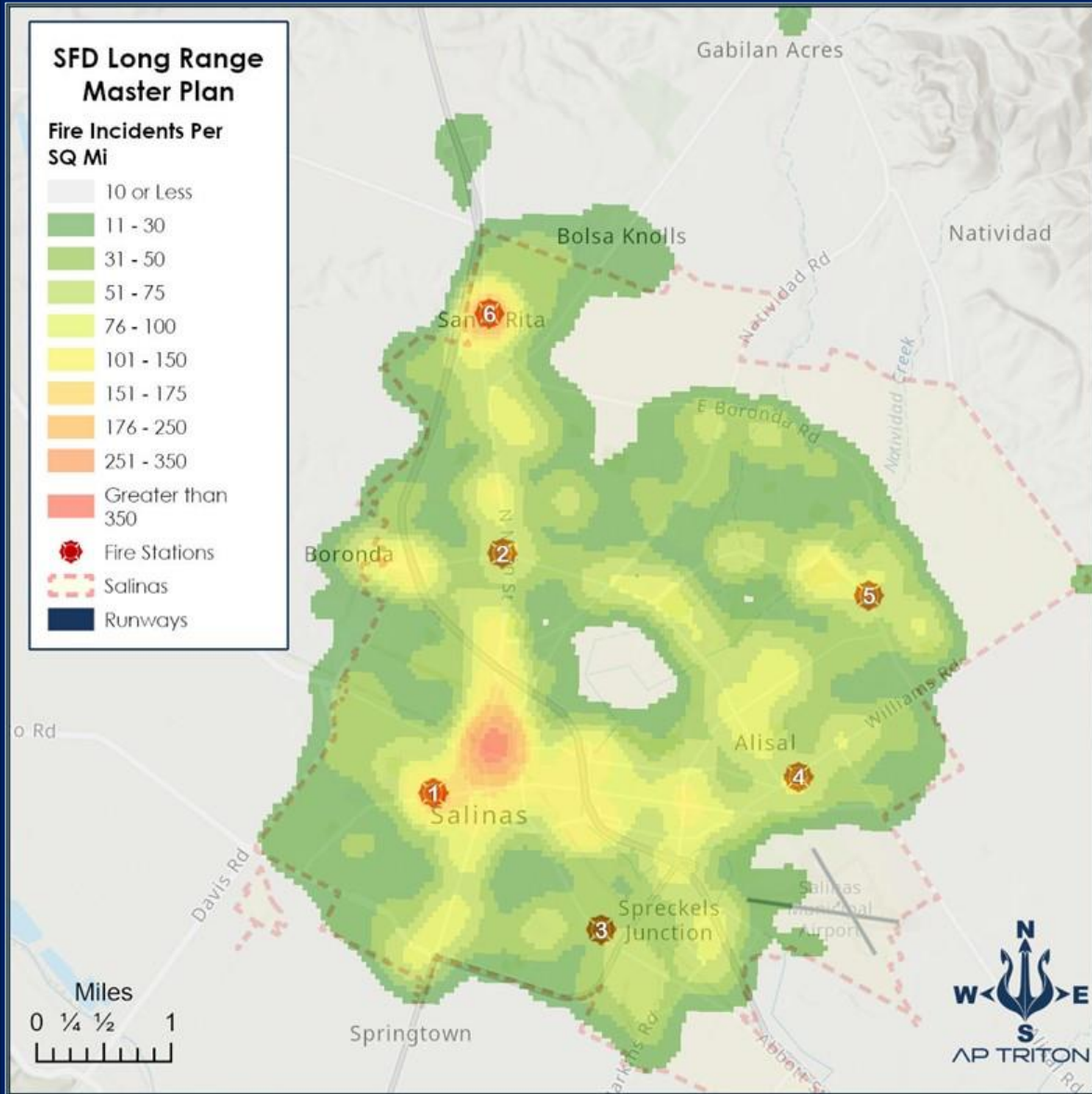
# Concurrent Incident Percentage

Calls Concurrency	Percent
Single Incident	28%
2 Incidents	23%
3 Incidents	15%
4 Incidents	10%
5 Incidents	7%
6 Incidents	5%
7 or More Incidents	10%

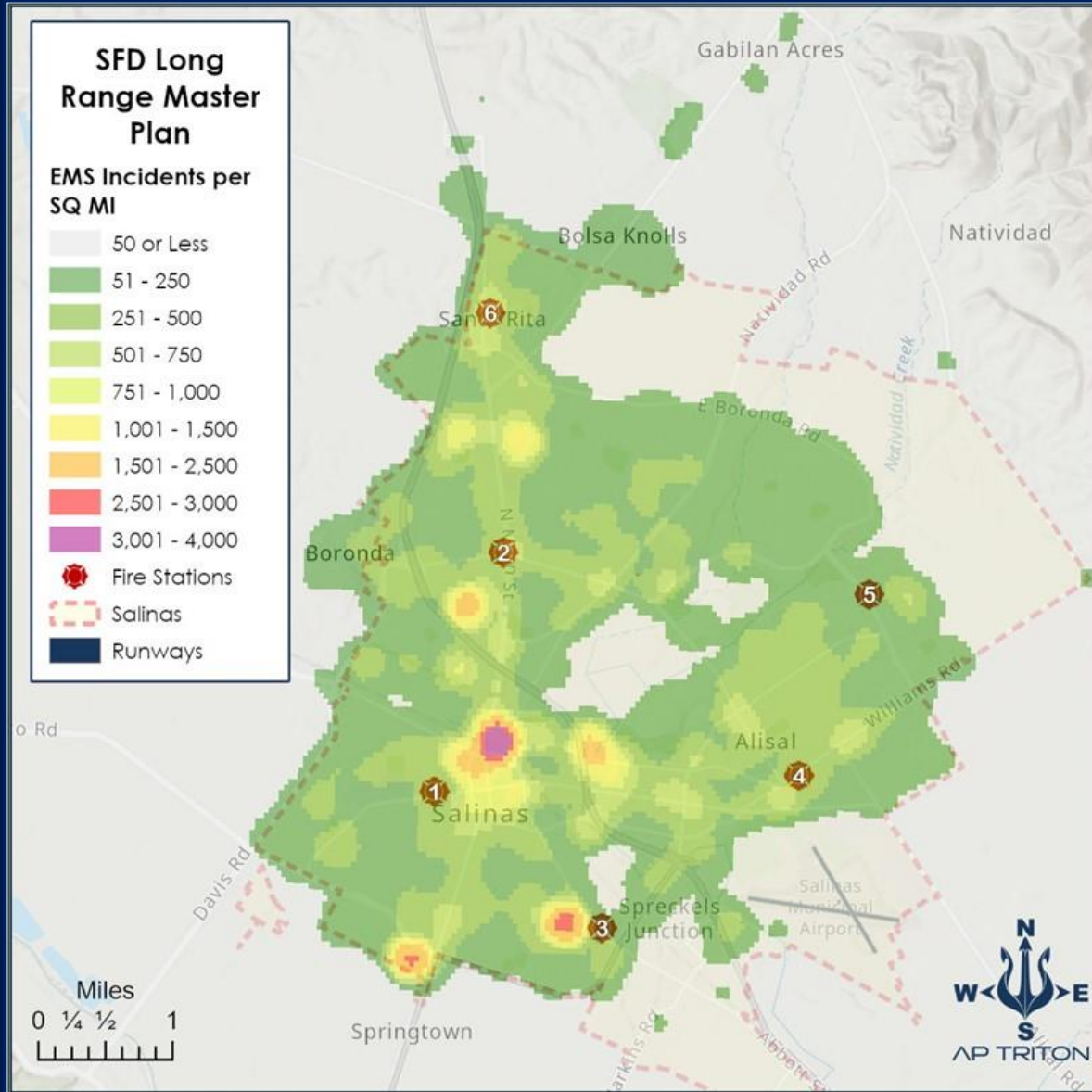
# All Incident Demand Density



# Fire Incident Demand Density

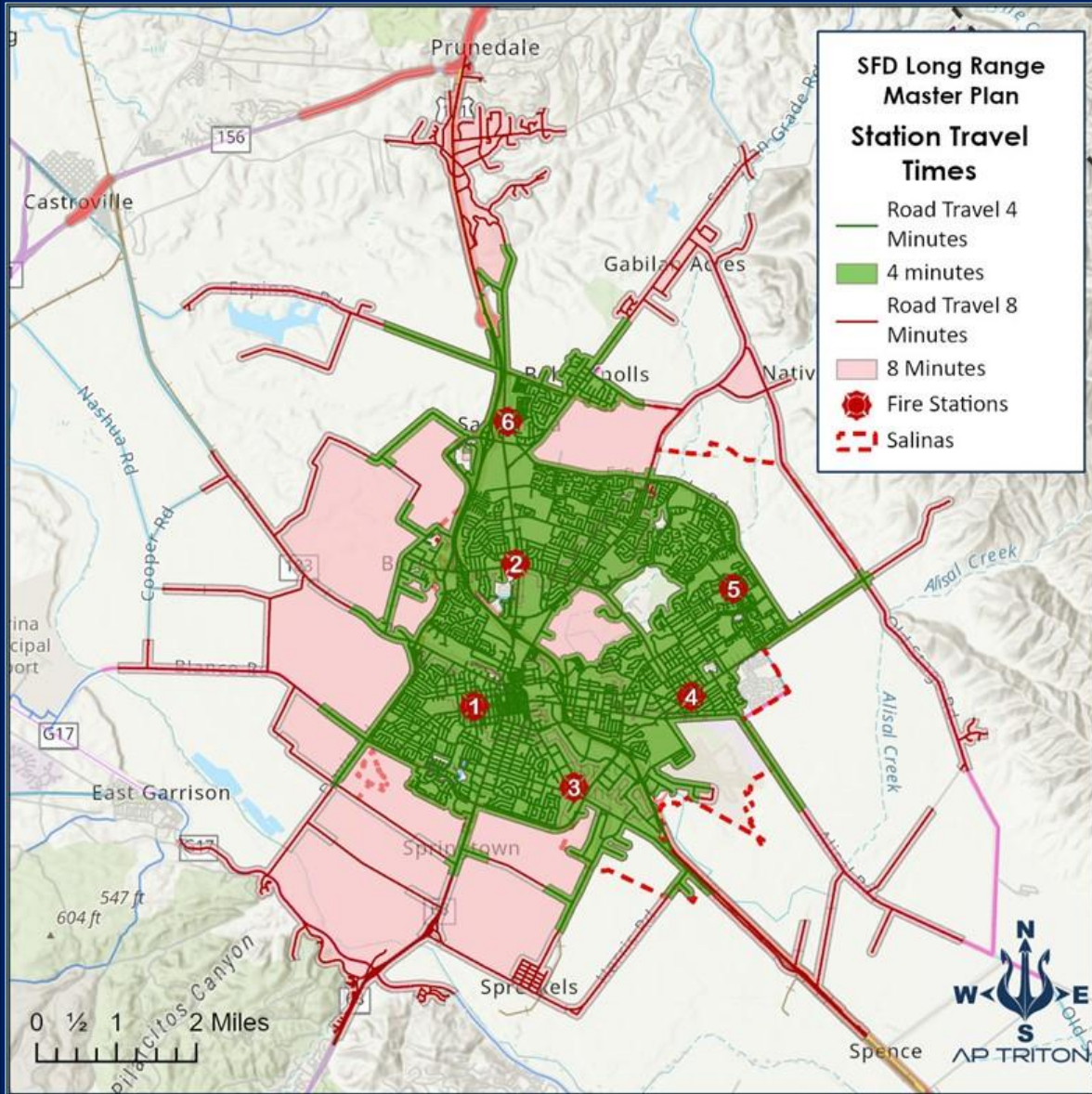


# EMS Incident Demand Density





# Travel Time



# Support Programs

- Communications & Dispatch
- Life Safety Services & Public Education
- Special Operations
- Emergency Medical Services
- Training & Continuing Medical Education

# Conclusions and Recommendations



# Key Findings

- The City's budgeted revenues continue to be strained to keep pace with the inflation-fueled growth in expenditures.
- The fire department has added a fourth position to its second ladder company as daily staffing levels allow.
- Each station needs updating from a construction, ADA, and modernization standpoint.
- The number of fires in Salinas is above the national average.
- Incidents associated with the unhoused population accounted for 5.1% of responses between 2020–2022.

# Key Findings *continued ...*

- The total response workload has increased by 29.8% over the past seven years.
- The Unit Hour Utilization (UHU) is higher than in 2019. All stations exceeded 10%-unit hour utilization. “Unsheltered” persons account for much of this increase.
- The City Council has allocated funding to purchase land for a new Fire Station 7, but the funding for construction, staffing, and equipment has not been identified.
- The City Council has authorized “over hiring” for firefighters..
- The only comprehensive medical exam is provided to personnel when they are hired.

# Key Findings *continued ...*

- EMS workload increased by 40.3% over the last seven years.
- EMS requests are 75.8% of all responses. This has increased since the 2019 report by nearly 7%.
- Per Monterey County EMSA policy, American Medical Response (AMR) units can be reassigned or diverted to more acute level calls. When reassignment or diverted, SFD crews are left on the scene until another AMR ambulance becomes available.
- 56% of medical aids fall into two call types: Sick Person and Unknown Problem/Person Down.
- Unhoused responses are a significant obligation of SFD. Research revealed that Natividad Hospital offers comprehensive mental health services with 24-hour care.

# Key Findings *continued ...*

- According to the data, the volume of incident medical calls related to unhoused medical aids is just above 6%.
- All stations have workout equipment located within the apparatus bay, with no physical separation between the apparatus and workout areas.
- The Training Division lacks adequate administrative support.
- The Fire Marshal has additional responsibilities not associated with fire code enforcement.
- SFD is not meeting the state-mandated inspection schedule.
- A defined schedule to inspect all commercial occupancies needs to be developed.

# Key Findings *continued ...*

- Emergency Communications Department generally meets national call processing criteria in all classes except for fire responses.
- SFD provides excellent service for new construction plan reviews and permitting.
- Public outreach and prevention activities need to be expanded.
- There is no coordinated community risk reduction program at SFD.



# Short-Term Recommendations Highlights

- Implement a Quick Response Unit for a 180-day trial period.
- Implement annual medical examinations for firefighters.
- Explore drafting a reasonable ambulance bid when the current contract ends.
- Implement a First Responder Fee for medical incidents.
- Develop a plan to build and staff Fire Station 7.
- Add a Support Division Chief to reduce the Fire Marshal's workload.
- Identify all Commercial Properties and Target Hazards.
- Develop a Strategic Plan.

# Mid-Term Recommendations Highlights

- Increase EMS Training to meet National Registry Requirements.
- Explore options with partner agencies to develop a response team for mental health, intoxication, and welfare checks.
- Determine if alternative dispatching for Fire and Police should be considered.
- Develop a robust Fire Investigation program.
- Develop a Community Risk Reduction program.

# Long-Term Recommendation

- Develop a Capital Improvement and Replacement Plan.

# Questions and Discussion

