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Fire Chief

Sacramento Metropolitan Fire District

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EXECUTIVE COMMITTEE – REGULAR MEETING AGENDA

THURSDAY, AUGUST 13, 2026 – 4:30 p.m.

Sacramento Metropolitan Fire District

10545 Armstrong Avenue, Boardroom, Suite 200, 2nd Floor

Mather, California

&

Remotely Via Zoom

Webinar ID: 827 3461 0232 #

Passcode: metro2101

Phone: 1 (669) 444-9171 or 1 (669) 900 6833

 Passcode: 838771796 #

<https://us06web.zoom.us/j/82734610232?pwd=SFILQlZnd25RSmlhdXZVQVh4d1VWZz09>

COMMITTEE MEMBERS

President John Costa

Vice President Robert Webber

Secretary Brian Rice

CALL TO ORDER & ROLL CALL

PUBLIC OPPORTUNITY TO DISCUSS MATTERS OF PUBLIC INTEREST WITHIN COMMITTEE'S SCOPE INCLUDING ITEMS ON OR NOT ON AGENDA

CONSENT AGENDA

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| 1. Action Summary Minutes | 2 |
| Recommendation: Approve the Action Summary Minutes for the meeting of July 9, 2026. | |

PRESENTATION & DISCUSSION ITEMS

- | | |
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| 1. Board Goal #3 – Innovation in Service Delivery | 5 |
| <i>(Chief Development Officer Jeff Frye)</i> | |

ADJOURNMENT

NEXT MEETING DATE: September 10, 2026

Posted on August 10, 2026



Marni Rittburg, CMC
Clerk of the Board

** No written report



Sacramento Metropolitan Fire District

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ACTION SUMMARY MINUTES

EXECUTIVE COMMITTEE SACRAMENTO METROPOLITAN FIRE DISTRICT

Thursday, July 9, 2026

Sacramento Metropolitan Fire District

10545 Armstrong Avenue

Boardroom – Second Floor

Mather, California

&

Remotely Via Zoom

CALL TO ORDER

The meeting was called to order at 4:00 pm by President Costa. Committee members present: President Costa and Vice President Webber. Committee members absent: Secretary Rice. Staff present: Chief House and Board Clerk Rittburg.

PUBLIC COMMENT: None

CONSENT AGENDA

Action: Moved by Webber, seconded by Costa, and carried unanimously by members present to adopt the consent calendar as follows:

1. **Action Summary Minutes**

Recommendation: Approve the Action Summary Minutes for meeting of May 14, 2026.

Action: Approved the Action Summary Minutes.

Director Rice arrived at 4:03 p.m.

PRESENTATION & DISCUSSION ITEMS

1. **Strategic Plan Update**

(Chief Development Officer Jeff Frye)

Action: Chief Development Officer Jeff Frye presented the updated Strategic Plan framework, acknowledging the contributions of Carmen Delgado for developing the document and ICS for assisting with strategy development and implementation planning. The presentation focused on transitioning the Strategic Plan from development to implementation and establishing a repeatable governance process for future strategic initiatives. CDO Frye presented a substantially complete Strategic Plan framework that includes: updated mission, vision, and values, an operational environment assessment, a planning framework aligned with Board enduring goals, four strategic goals, and an implementation template to guide execution. The proposed vision statement was discussed as a way to honor the District's history while emphasizing future direction. Staff indicated the language could be revised further based on Executive Committee and Board

feedback. Staff reviewed the operational assessment, identifying two primary organizational challenges: 1. Organizational cohesion and communication across all levels of the District. 2. A governance and planning gap requiring stronger Board participation in strategic planning and implementation. Committee members discussed the Board's role in addressing these organizational issues. The Executive Committee will serve as the collaborative forum for developing solutions, facilitating discussion, and guiding strategic implementation. The committee reviewed the implementation structure for each strategic goal. Goal 4 (Strengthen and Expand Communication) was presented as the model for implementation, while the remaining goals will be developed using the same process. Staff outlined a three-step collaborative process for completing the remaining strategic goals: 1. Facilitated working sessions with Executive Committee members, internal stakeholders and subject matter experts. 2. Development of a shared fact-based alignment through review of operating environment assessment and ensure common understanding. 2. Strategy development with tactics and assigned leads leading to recommended actions for Executive Committee review prior to Board consideration. The committee supported using Goal 4 (Strengthen & Expand Communication) as the implementation model for remaining strategic goals. Agreed that the Executive Committee will serve as the primary governance body for developing strategies and guiding implementation before matters are presented to the full Board. The committee requested continued refinement of the implementation process and future working sessions to complete Goals 1 through 3. Staff to present the Strategic Plan framework to the full Board for awareness at a future Board meeting for consideration.

2. Board Goal #4 Strengthen & Expand Communications: Communications & Engagement Strategy

(Chief Development Officer Jeff Frye)

Action: Chief Development Officer Jeff Frye presented a proposed Communications & Engagement Strategy to advance Board Goal #4 by establishing a proactive, organization-wide communications framework that strengthens public trust, strategic engagement, and institutional credibility. Staff emphasized that while Metro Fire has a strong operational reputation, communications have historically been reactive and decentralized. The proposed strategy shifts the organization toward proactive stakeholder engagement, broader community awareness, and strategic communications. The framework is organized around three integrated focus areas: 1. Emerging Trends 2. Critical Issues 3. Trust and Transparency. Implementation is envisioned as a 12 – 18 month operational plan with defined governance, executive ownership, performance measures, quarterly reporting, and continuous evaluation and adjustment. Committee members expressed strong support for the proposed framework and agreed it accurately reflects the Board's strategic direction.

3. Fiscal Impact Analysis: Proposed Downtown DOVA Project

(Chief Development Officer Jeff Frye)

Action: Chief Development Officer Jeff Frye provided a presentation focused on the proposed Downtown DOVA development in Rancho Cordova and the anticipated operational, financial, and service delivery impacts on Metro Fire.

CDO Frye explained that the Downtown DOVA project emerged as an emerging issue in early 2026 and quickly became a critical issue due to its potential operational impacts. The proposed development includes: a 7,500-seat indoor arena, more than 800 hotel rooms, approximately 640 residential units, and 140,000 square feet of commercial development. Staff described how the Strategic Plan framework guided the evaluation process by assessing service delivery impacts, estimating population and call volume increases, comparing anticipated demand against the District's adopted Standards of Cover, and identifying operational resource gaps. Operational analysis determined that while the long-range Fire Station Master Plan anticipates future resource additions, the proposed development would accelerate the timeline for those needs. Current analysis identified deficiencies in response capability requiring two additional truck companies and one additional Battalion Chief. These resources would be necessary to maintain adopted service standards if the project proceeds. CDO Frye reported that discussions with the City of Rancho Cordova resulted in agreement on pursuing an appropriate funding mechanism to offset new service costs. A fiscal impact consultant completed a preliminary analysis. Preliminary findings estimate approximately 79% of ongoing service costs would be covered through new property tax revenue, an estimated recurring annual funding deficit of approximately \$471,000 would remain, and a Community Facilities District (CFD) is the preferred mechanism to fund the remaining personnel costs without shifting costs to existing taxpayers. CDO Frye advised that the fiscal analysis remains in draft form and will be refined through discussions with the City and project applicants before returning to the Board. The committee recognized the presentation as an example of proactive identification of emerging trends and early Board communication. The committee asked staff to continue evaluating the Community Facilities District (CFD) funding approach and asked staff to return the finalized Fiscal Impact Analysis to the Board for review and policy direction. Lastly, the Executive Committee and Board wishes to be informed as the project advances through City review.

ADJOURNMENT

The meeting adjourned at 4:59 pm.

John Costa, President

Marni Rittburg, Clerk of the Board

Innovation in Service Delivery

Strategic Goal Review

Executive Committee

 CONTINUOUS IMPROVEMENT

 COMMUNITY-CENTERED

 DATA-INFORMED PRACTICE

 STRATEGIC PLAN | 2026

THE ENVIRONMENT DEMANDING INNOVATION

Source: Metro Fire Strategic Plan 2026–2031, Operating Environment Assessment (pp. 11–14)

↑ DEMAND OUTPACING INFRASTRUCTURE

359 sq mi / ~770K residents. Medical calls up ~30%, fire calls up ~40% in a decade. **4 in 10** medical calls exceed 20-min response times.



BEHAVIORAL HEALTH RESPONSIBILITY EXPANDING

Community mental health contraction has **structurally transferred** growing incident volume to fire and EMS — a shift Metro Fire **cannot opt out of.**



SHIFTING CALL TYPE MIX

EMS, behavioral health, and non-fire all-hazards now dominate volume. MIH, telehealth & Mobile Mental Health face sustainable funding challenges.



FOUNDATIONAL STRENGTHS

Regional footprint, specialized capability depth, the 2024 Standard of Cover, and **Measure O (68.12% voter approval)** position Metro Fire to navigate this environment.

“Metro Fire is a *high-capacity, high-reputation* organization operating under *simultaneous demand growth and internal structural strain.*”

— ICS Consulting
Strategic Assessment

“ Metro Fire delivers **exceptional, innovative, and adaptive** emergency services through **regional collaboration, technology, strategic investment, and continuous improvement** to meet the evolving needs of the communities we serve. ”

DESIRED OUTCOME STATEMENT



STRATEGIC GOAL

This is Goal 3 of 4 in the Metro Fire Strategic Plan 2026-2031



PLANNING DOMAINS

Service Delivery Innovation |
Resource Management | Fiscal
Stewardship



FOUNDATION

Built on Metro Fire's mission of
continuous improvement and
community-centered service

INDICATORS OF ACHIEVEMENT

- ▶ Strategic regional expansion enhances Metro Fire's ability to deliver high-quality, efficient, and sustainable emergency services.
- ▶ Emergency response performance consistently meets or exceeds established service level objectives.
- ▶ Innovative EMS delivery programs are sustainable, integrated, and improve outcomes for the community.
- ▶ Metro Fire supports a coordinated Continuum of Care system that improves community access to timely, appropriate, and integrated support services.
- ▶ Service delivery evolves with community growth through strategic deployment of personnel, stations, and resources.
- ▶ The community experiences uninterrupted emergency service delivery through sustained station availability and strategic deployment of resources.
- ▶ Fleet and emergency response equipment are reliable, well-maintained, and replaced through a sustainable lifecycle management program.

STRATEGIC GOAL: INNOVATION IN SERVICE DELIVERY

Building on a Foundation of Success

Metro Fire enters this planning cycle with a strong portfolio of completed strategic work across the Service Delivery Innovation domain.



2026

Standard of Cover

Established data-driven response performance standards by evaluating community risks, service demands, deployment strategies, and response capabilities to ensure resources are positioned to meet community needs.



2022

Community Risk Reduction Plan

Implemented a strategic framework to identify, prioritize, and mitigate community risks through prevention, education, engineering, enforcement, emergency response, and evaluation.



COMPLETED

Crisis Response Plan

Enhanced the District's ability to prepare for, respond to, and recover from significant incidents and operational disruptions affecting the organization or community.



COMPLETED

Emergency Response Plan

Strengthened emergency operations through coordinated planning, defined response procedures, and enhanced readiness for large-scale emergencies and disasters.



2024

Service Delivery Plan

A resource management roadmap that evaluates service demands, deployment strategies, staffing requirements, and operational resources to ensure effective and sustainable service delivery.

Metro Fire Service Delivery: Three Core Components



1

Emergency Response

First Line of Defense

Rapid, life-safety response across all hazard types — protecting lives, property, and community wellbeing through trained personnel and modern resources.

Fire Suppression

EMS

Technical Rescue

Hazmat



2

Risk Reduction

The 5 E's Framework

A proactive, multi-layered strategy that reduces incident frequency and severity before emergencies occur — keeping our community safer every day.

Education

Engineering

Enforcement

Economic Incentive

Emergency Response



3

Education

Via Communications Strategic Goal

Community education is fully integrated within Metro Fire's Communications Strategic Goal — ensuring consistent, community-centered messaging across all public-facing channels.

Public Awareness

School Programs

Community Outreach

See Communications Strategic Goal presentation for full program detail

Every component working together to protect and serve.

Four Disciplines of Emergency Response



Fire Suppression

Structural · Wildland · Vehicle Fire Response

⚡ INNOVATION FOCUS

Real-time fire behavior modeling, GPS crew tracking, and integrated thermal imaging are transforming how Metro Fire predicts, combats, and contains structural and wildland fires.



Emergency Medical Services

ALS/BLS Care · Mass Casualty · Community Paramedicine

⚡ INNOVATION FOCUS

Advanced cardiac arrest protocols targeting ROSC improvement, ePCR adoption, and Community Paramedic expansion are redefining Metro Fire's pre-hospital care model.



Technical Rescue

Confined Space · Trench · High-Angle · Swift Water · Collapse

⚡ INNOVATION FOCUS

Expanding swift water and flood rescue readiness for climate-driven events, alongside portable detection equipment and USAR team interoperability, is driving next-generation rescue capability.



Hazardous Materials

Detection · Containment · Decontamination · Mitigation

⚡ INNOVATION FOCUS

Enhanced chemical and biological detection technology, mass decontamination corridor protocols, and regional Hazmat team coordination are elevating Metro Fire's environmental response posture.

RISK REDUCTION STRATEGY

The 5 E's of Risk Reduction

Metro Fire's risk reduction strategy is built on a proven, multi-layered approach.

1



Education

Public awareness campaigns, school programs, and community outreach to build a fire-safe culture.



Metro Fire's Critical Issues directly shape what government partners, media, and the community believe about the future of EMS risk reduction



Inform residents of the hazards that keeping micromobility devices indoors can pose.



2



Engineering

Fire-safe building design, automatic suppression systems, and code compliance integrated at construction.



Mobile integrated health is social engineering for wellness—preventing crises upstream, just as fire prevention protects before the alarm.



Emerging tools that support firefighters responding to thermal runaway incidents.



3



Enforcement

Fire code inspection, violation follow-up, and occupancy permitting to ensure ongoing compliance.



Legislative bills like AB 40 and SB 1600 enable EMS to safely reduce unnecessary emergency response calls.



4



Economic Incentive

Grants, subsidized detector programs, and insurance partnerships that make fire safety accessible.



Future CMS pilot projects like ET3 may incentivize healthcare providers to embrace community paramedicine.



5



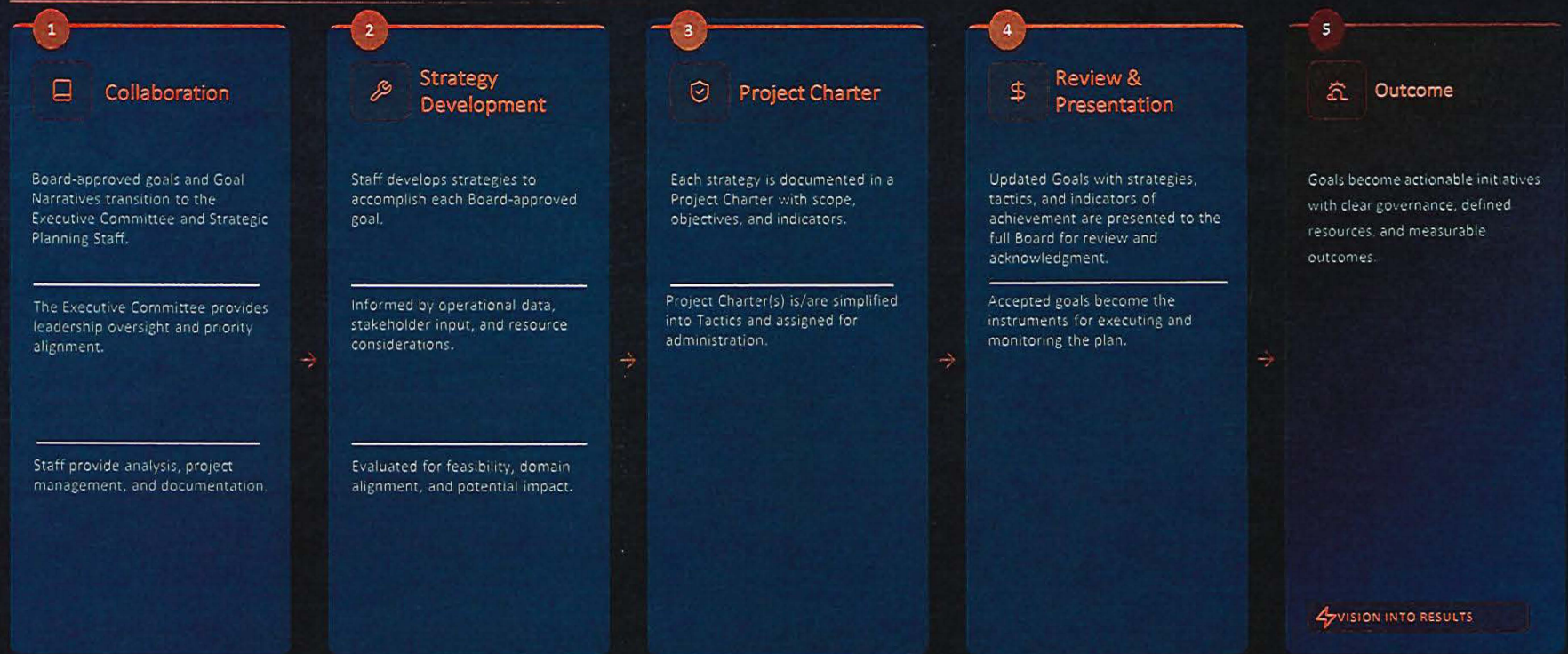
Emergency Response

Rapid, effective incident response as the last line of defense when all other layers are exhausted.

LAST LINE OF DEFENSE

From Approved Goals to Executable Strategy

Executive Committee and Strategic Planning Staff collaboration turns Board direction into documented, measurable work.



Strategy Must Land in the Right Domain



“Testing every strategy against a Planning Domain is what produces the right result rather than activity.”



Five Domains, One Framework

Service Delivery Innovation, People & Culture, Resource Management, Fiscal Stewardship, and Communications translate the Board’s Enduring Goals into coordinated organizational systems.



Order Produces the Right Result

Assigning each strategy to a domain aligns resources, prevents duplication, and makes priorities measurable before implementation begins.

Source: Metro Fire Strategic Plan 2026–2031 — Strategic Planning Foundation, Planning Domains.

Education: Addressed Through the **Communications Goal**

*“Education as a service delivery component is fully integrated into Metro Fire's **Communications Strategic Goal** — ensuring consistent, **community-centered messaging** across all public-facing channels.”*



Coordinated Through the Communications Framework

Public education programming is planned, executed, and measured within Metro Fire's Communications Strategic Goal — ensuring unified voice and consistent messaging.



No Duplication — Maximum Community Impact

Goal alignment eliminates redundant effort across departments, concentrating resources for the broadest and most effective reach into the communities Metro Fire serves.



Refer to the Communications Strategic Goal presentation for full education program detail, including public outreach initiatives, school programming, and multi-channel engagement strategy.

EXECUTIVE COMMITTEE: QUESTIONS & SME INPUT

Your Input **Shapes Strategy.**

The Executive Committee is invited to ask questions, offer perspective, and direct subject matter experts (SMEs) on priorities, resource needs, and innovation opportunities across all service delivery components.

QUESTION 01



"Which service delivery area represents our greatest innovation opportunity?"

QUESTION 02



"What barriers are preventing progress across our emergency response disciplines?"

QUESTION 03



"How do we align resource investment with our highest-risk community needs?"

 SME presentations and briefings available upon Executive Committee direction.

STAFF DIRECTION FOR STRATEGY DEVELOPMENT

