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Fire Chief

Sacramento Metropolitan Fire District

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EXECUTIVE COMMITTEE – REGULAR MEETING AGENDA

Thursday, October 8, 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=SFILQ1Znd25RSmlhdXZVQVh4d1VWZz09>

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

Page No.

- | | | |
|----|---|---|
| 1. | Action Summary Minutes
Recommendation: Approve the Action Summary Minutes for the meeting of September 10, 2026. | 2 |
|----|---|---|

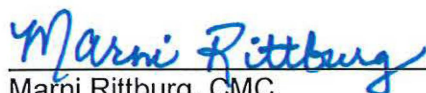
DISCUSSION ITEMS

- | | | |
|----|--|----|
| 1. | Rules of Order: Rosenberg's or Robert's
<i>(General Counsel Ian Sangster)</i> | ** |
| 2. | Board Goal #3 – Provide Innovative Service Delivery
<i>(Acting Fire Chief Adam Mitchell & Group Discussion)</i>
a. Uninterrupted Service Delivery
b. Service Delivery Plan
c. EMS Service Delivery/Continuum of Care – (AC Jon Rudnicki)
d. Regional Expansion | 7 |

ADJOURNMENT

NEXT MEETING DATE: November 12, 2026

Posted on October 5, 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, September 10, 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 4:01 pm by President Costa. Committee members present: President Costa and Vice President Webber. Committee members absent: Secretary Rice. Staff present: Acting Chief Mitchell 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 August 13, 2026.

Action: Approved the Action Summary Minutes.

DISCUSSION ITEMS

1. **Board Goal #3 – Provide Innovative Service Delivery**

(Chief Development Officer Jeff Frye & Group Discussion)

Chief Development Officer Jeff Frye facilitated discussion regarding four strategic-plan project areas under Board Goal #3: Provide Innovative Service Delivery.

a. **Uninterrupted Emergency Services**

The Committee reviewed the achievement indicators of sustained station availability and strategic deployment of resources, along with reliable, well-maintained fleet and emergency response equipment supported by sustainable life-cycle management.

The Committee directed staff to form a small, efficient working group comprised of appropriate subject matter experts. Staff were encouraged to use a blended

approach of internal staff and ICS consultants, based on the effectiveness of that approach during prior strategic planning work.

Discussion focused on defining the underlying problem before developing solutions. Key issues identified included:

- Staffing shortages and the resulting frequency of brownouts.
- The need to maintain adequate staffing while meeting training, qualification, and operational requirements.
- The workload placed on shift commanders and battalion chiefs to maintain daily operational coverage.
- Automatic-aid and mutual-aid obligations and the impact of staffing limitations on the District's ability to fulfill requests.
- State/OES deployment obligations, including Urban Search and Rescue and Incident Management Team resources, which can create additional staffing challenges and potential brownouts.
- Existing staffing policies and whether those policies continue to provide the appropriate framework for uninterrupted service delivery.
- The need to identify the underlying causes of staffing challenges rather than addressing only the resulting brownouts.

Staff clarified that a brownout does not mean an area is left without first-responder coverage. Operations uses a brownout matrix and strategically relocates personnel and apparatus to maintain first-responder coverage. However, these measures were described as short-term measures that must be repeated daily and do not provide a long-term solution.

The Committee discussed the relationship between staffing and the Strategic Plan's People and Culture domain. It was agreed that the broader staffing issue should be addressed within the People and Culture component while the Uninterrupted Emergency Services project identifies the specific service-delivery problems and underlying causes that affect coverage.

Staff will develop and bring forward project descriptions for review at a future meeting. Project descriptions will identify the appropriate subject matter experts, anticipated timelines, and other information necessary to advance the identified areas.

Director Rice joined the meeting via Zoom at 4:27 p.m.

b. Service Delivery Planning (2-5 years)

The Committee reviewed the service delivery planning indicators, including emergency response performance, sustainable EMS delivery programs, service delivery adjustments related to community growth, uninterrupted emergency service delivery, and sustainable fleet and equipment life-cycle management.

Staff explained that service delivery planning is highly dependent on information and resources from Operations, People and Culture, Resource Management,

Financial Stewardship, and Communications. A service planning team has previously been established and has worked through many of the issues associated with long-term service delivery planning.

The Committee directed staff to begin with the existing service planning team and rely on Operations leadership to identify additional subject matter experts as needed. Staff will also leverage established working relationships with Support Services and Administration.

The Committee discussed the need to identify remaining gaps in the existing planning process and requested that prior participants provide feedback regarding opportunities for improvement.

The Committee reaffirmed that the project should follow the Strategic Plan's five-domain framework and should not move directly from service delivery to financial considerations without addressing People and Culture, Resource Management, and Communications.

c. EMS Service Delivery

The Committee reviewed the EMS Service Delivery indicators, including sustainable and integrated innovative EMS programs that improve community outcomes and support a coordinated continuum-of-care system.

Discussion focused on the continued evolution of EMS beyond traditional emergency response, particularly the increasing volume of non-emergent calls and the development of alternative pathways that connect residents with the appropriate level of care.

Staff discussed current and emerging initiatives, including:

- Mobile Integrated Health (MIH).
- Transport to Alternate Destinations (TAD).
- Coordination with County partners, clinics, elected officials, medical directors, and other community organizations.
- Analysis of the District's ambulance resources and time-on-task data.
- Continued coordination with AMR to optimize ambulance coverage.
- Development of appropriate dispatch pathways for lower-acuity calls.
- Identification of appropriate "off-ramps" from the 911 system to MIH, social services, behavioral health, and other resources.

The Committee emphasized the importance of incorporating the EMS continuum-of-care work into future EMS service-plan presentations and Board communications, so the Board and community understand the work occurring behind the scenes to address non-emergent call volume.

Staff identified cost recovery and long-term sustainability as significant components of the EMS service-delivery work. The District is approaching the end of existing grant and contract funding for portions of the MIH program and is

evaluating mechanisms to establish sustainable funding, including implementation of recently adopted fees and continued work related to billing and cost recovery.

Staff also reported a recent change to the MIH process that allows certain low-acuity calls to be appropriately queued so first responders can make initial contact and, when appropriate, release the call to MIH providers for follow-up care.

The Committee discussed whether existing emergency response-time standards should apply equally to emergent and non-emergent calls and identified the need to examine dispatch types, service expectations, and appropriate response standards as part of the project.

d. Opportunities for Regional Expansion & Specialized Services

The Committee reviewed the opportunity statement that strategic regional expansion can enhance Metro Fire's ability to provide high-quality, efficient, and sustainable emergency services.

Staff explained that regional expansion has been included in previous strategic plans and should be treated as an ongoing opportunity for the District to evaluate potential partnerships, consolidations, mergers, contracts, and specialized services.

Potential opportunities discussed included:

- Contracting for specialized services.
- Specialized equipment and services such as bulldozers and helicopters.
- Providing risk-reduction and inspection services outside the District through contracts with other agencies.
- Continued evaluation of regional opportunities and partnerships.

The Committee emphasized the importance of ensuring that regional opportunities are evaluated in coordination with staffing capacity and that information regarding opportunities being explored by different areas of the District is shared appropriately.

The Committee also emphasized that communications should extend beyond Board awareness to include District employees and community partners. Staff discussed development of a more comprehensive communications KPI and reporting structure to consolidate information currently provided through various channels, including emails, bulletins, reports, and Board presentations.

Staff indicated that additional communication tools are being developed, including tools that may incorporate social media and information from multiple divisions. The Committee expressed support for continuing to develop and implement communication tools while the broader strategic communications and engagement structure is being developed.

Staff will continue working on the identified gaps and project frameworks and will provide updates to the Executive Committee as the work progresses.

ADJOURNMENT

The meeting adjourned at 4:58 pm.

John Costa, President

Marni Rittburg, Clerk of the Board

BOARD OF DIRECTORS BRIEFING

Uninterrupted Service Delivery

2026

GOAL 3 • PROJECT 1

Sacramento Metropolitan Fire District

Define the standard • Measure the outcome • Refer the next phase

OCTOBER 2026

PURPOSE & BOARD CONTEXT

02

Today's decision converts a charter into an operating mandate

01

DEFINE

Agree on what
“uninterrupted service”
means in operational
terms.

02

MEASURE

Endorse a KPI framework
that makes reliability and
accountability visible.

03

REFER

Send policy development
or implementation to the
appropriate body.

Three decisions turn the charter into an operating mandate

Desired outcome: committee agreement on the definition and KPI framework, followed by referral.

WORKING DEFINITION

04

A working definition should connect staffing reliability to service availability

Proposed language for Executive Committee discussion.

WORKING DEFINITION FOR DISCUSSION

Uninterrupted service means sustaining planned emergency-response capability and station or unit availability without avoidable staffing-driven service interruptions.

O**OBSERVABLE**

Can the Board see when service capacity is reduced or interrupted?

C**CONTROLLABLE**

Does the measure isolate staffing-driven impacts that leaders can address?

A**ACCOUNTABLE**

Can an owner report progress consistently and explain exceptions?

A useful definition must be observable, controllable and accountable.

PERFORMANCE FRAMEWORK

05

The KPI framework should show availability, resilience, and consequences

Candidate measures for committee endorsement; definitions, baselines and targets follow.

01 Staffing-driven interruptions

How often planned service is reduced because vacancies cannot be filled.

02 Station / unit availability

How reliably planned operational capacity remains available.

03 Overtime vacancy coverage

How much the system depends on overtime to sustain staffing.

04 Workforce strain indicators

Whether fatigue and retention signals are improving or worsening.

COMMITTEE DECISION

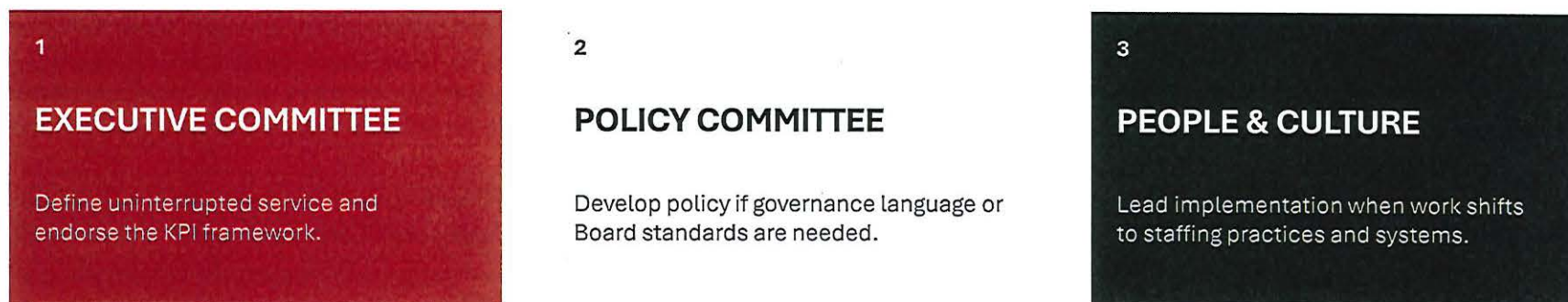
Endorse the framework now; set definitions, baselines, cadence and targets in the next phase.

GOVERNANCE & REFERRAL

06

Clear ownership keeps definition, policy, and implementation distinct

Referral separates the Board standard from policy development and workforce implementation.



CHARTER ACCOUNTABILITY

R	DC Wagaman + Executive Committee	A	FC House	C	Board of Directors	I	Board • 522 • members
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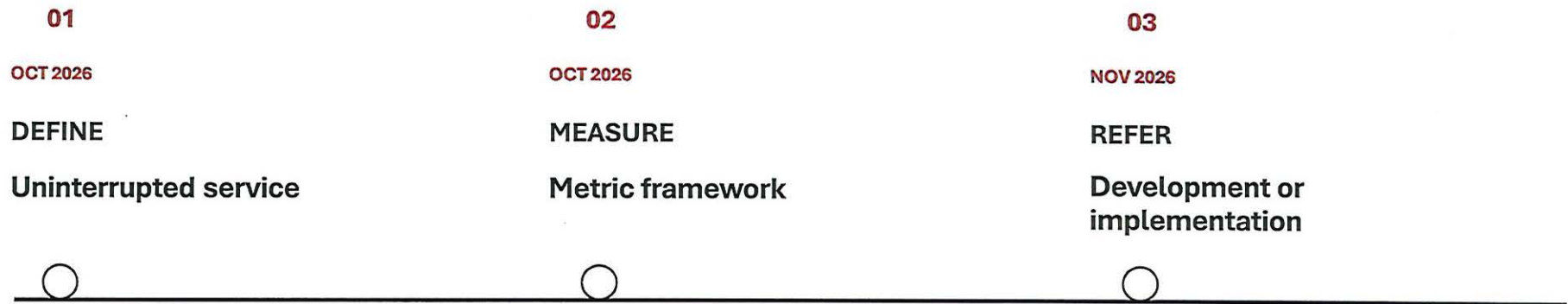
Decision path: define, then choose Policy Committee development or People & Culture implementation.

IMPLEMENTATION & ACCOUNTABILITY

07

October sets the standard; November launches the next phase

The work moves from Board definition to referral with existing leadership and staff resources.



RESOURCES

Executive Committee • Labor/Management Team • CDO Frye • ICS • OFC staff

\$0

estimated incremental cost

DATE CONFIRMATION NEEDED Listed completion date (6/30/26) precedes the start date and fall 2026 milestones.

BOARD DIRECTION REQUESTED

08

Three actions put uninterrupted service into motion

3

ACTIONS

SUPPORT

Adopting working definitions

Confirm the service standard the Board expects leaders to sustain.

SUPPORT

Endorsing the KPI framework

Direct staff to establish definitions, baselines, cadence and future targets.

DIRECT

Refer the next phase

Choose Policy Committee development or People & Culture implementation.

Before referral, confirm the project completion date and the receiving body.

BOARD OF DIRECTORS BRIEFING

Service Delivery Plan

2026

GOAL 3 • PROJECT 2

Sacramento Metropolitan Fire District

From Standards of Cover findings to five-year service improvements

OCTOBER 2026

One Board priority becomes a decision system



A clear line from Board priorities to operational needs to an achievable plan

Supports the Station Master Plan • annual staffing plan • capital plan • budget

STANDARDS OF COVER

03

The system is signaling six pressure points

Each issue affects response time, reliability, workload or safety.

01 Coverage gaps

Some battalions have gaps in station and unit coverage.

03 First-due availability

Some first-due units are not consistently available.

05 Time on task

High time on task reduces unit availability.

02 ERF formation

Some areas lack enough nearby units to form an effective response force quickly.

04 Command Officers & Supervisors

Command and control is stretched in some battalions

06 Growth + density

Changing development patterns will create future station needs.

CONVERGING IMPACT

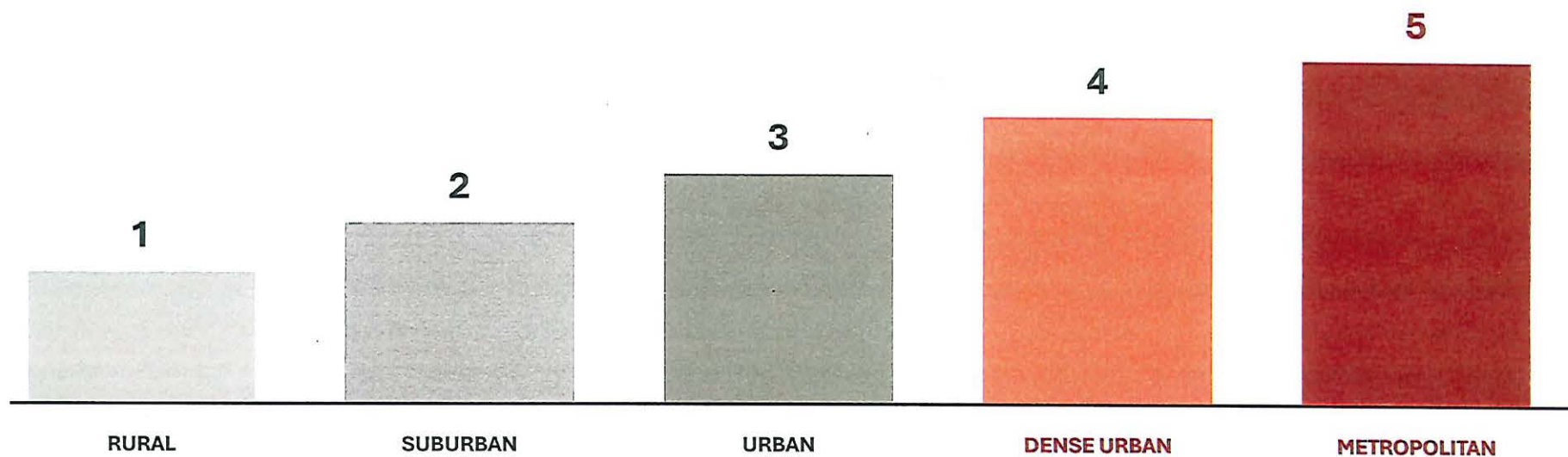
Response time • System reliability • Workload • Safety

DEPLOYMENT STANDARDS

04

One framework spans five response environments

Minimum service expectations should reflect risk, density and demand.



PLANNING SCOPE

Stations • Staffing • Apparatus • EMS • Rescue • Hazmat

Conceptual planning continuum — not a performance scale

PROJECT EVALUATION

05

Three measures create one ranking language

Every proposed project is assessed with the same evidence.

R

RELIABILITY

Are station-assigned unit(s)
available when needed?

T

TIME ON TASK

How long is a unit unavailable
while handling a call?

ERF

EFFECTIVE RESPONSE FORCE

Can enough units arrive in time
for a complex incident?

COMMON RATING

GOOD

FAIR

POOR

A consistent rating makes needs comparable and priorities defensible.

Battalion context drives resource direction

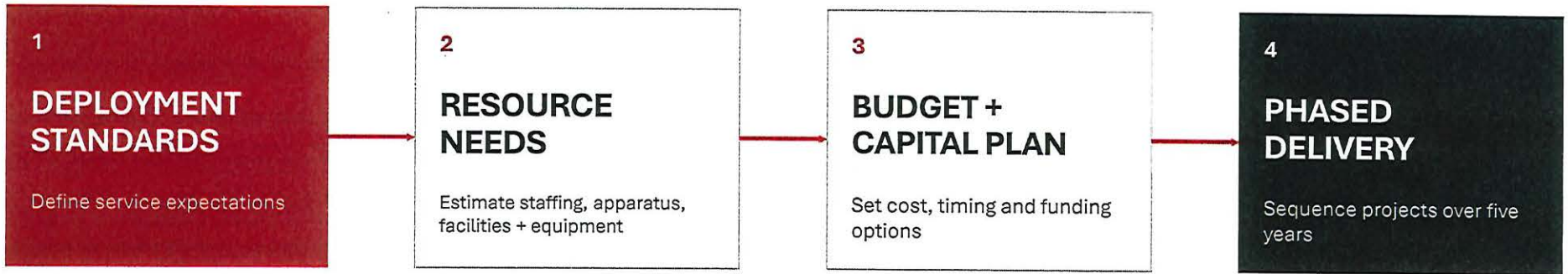
Planning directions — not final deployment commitments.

BATTALION	OPERATING SETTING	RESOURCE DIRECTION
7	Dense Urban	Type 1 engines and strategically placed Type 5 engines, dedicated truck support, and multiple ambulances.
5	Suburban to Dense Urban	Mix of Type 1 and Type 3 engines, tenders, regional rescue support, and added MIH and EMS capacity.
9	Dense Urban clusters with rural areas	Use overlapping stations, specialty units, four-person staffing, and integrated EMS-fire units.
13	Urban	Use ALS engines, dedicated trucks, ambulances, and rescue companies.
14	Rural	Use Type 1 and Type 3 engines, tenders, basic rescue capability, and regional ERF support.

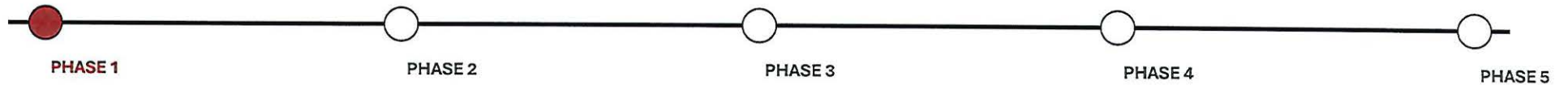
Operations Deputy Chief confirmation required through detailed analysis.

Standards must flow into funded delivery

The plan links service choices to cost, timing and funding.



FIVE-YEAR PLANNING PERIOD



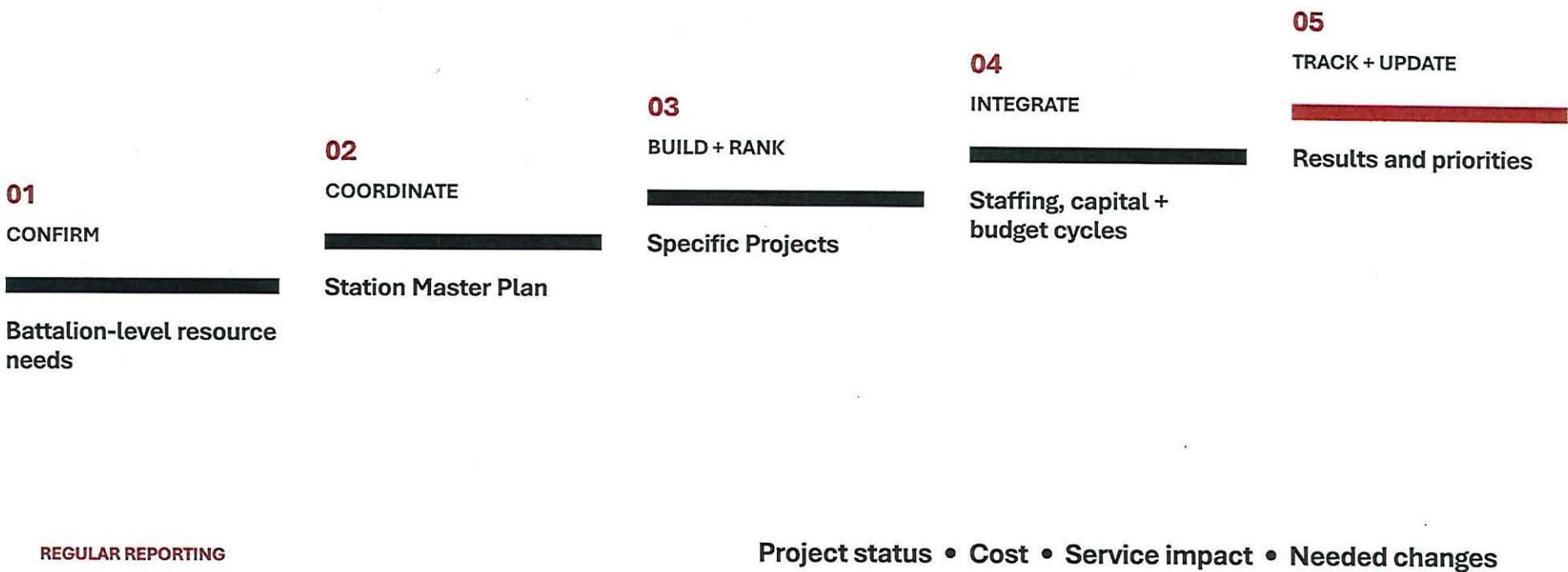
Approved projects enter the annual budget and capital improvement plan.

IMPLEMENTATION & ACCOUNTABILITY

09

Accountability is built into every planning cycle

Each cycle moves from confirmed need to measured service impact.



BOARD DIRECTION REQUESTED

10

Direction now unlocks detailed planning

3**ACTIONS****RECEIVE**

The Service Delivery Plan framework.

SUPPORT

continued development of projects and cost estimates.

DIRECT

staff to return with ranked options for future Board consideration.

Staff will return through the District's normal review and approval process.

EXECUTIVE COMMITTEE BRIEFING

Innovative EMS Service Delivery

Sacramento Metropolitan Fire District

Sustainable. Integrated. Improves outcomes

OCTOBER 8, 2026

2026

GOAL 3 / PROJECT 3

Today's update and direction

01**UPDATE**

Review current EMS innovation efforts.

02**ALIGN**

Confirm how we evaluate sustainability, integration and outcomes.

03**DIRECT**

Guide the next phase of evaluation and recommendations.

A consistent framework for current and future EMS innovation

STRATEGIC NEED

03

Why EMS innovation matters

The delivery model must adapt as patient needs and the healthcare environment change.

01 PATIENT NEEDS	02 SYSTEM CAPACITY	03 LONG-TERM VIABILITY
Patients need access to care that fits their clinical needs.	Hospital delays and regional care gaps affect emergency resources.	Funding, workforce and partner capacity shape what we can sustain.

Innovation should improve care and preserve reliable emergency service

Work already underway

The September Continuum of Care briefing established an interconnected approach to EMS.

Mobile Integrated Health

Alternative response, follow-up and connections to ongoing care

Transport to alternate destinations

Care pathways with county and healthcare partners

Hospital transfer / APOT

Performance monitoring, hospital engagement and advocacy

Continuum of Care demonstrates the approach

The framework also applies to equipment, technology, data and emerging opportunities.

Every EMS innovation should answer three questions

“Innovative EMS delivery programs are sustainable, integrated, and improve outcomes for the community.”

01	02	03
SUSTAINABLE	INTEGRATED	IMPROVES OUTCOMES
Can we sustain it?	Does it strengthen the system?	Does it make care better?
- Funding - workforce	- EMS and operations - Healthcare partnerships - Data and follow-up	- Patient safety and experience - Community access - Reliability and value

Use the Strategic Plan outcome as the evaluation standard

Examples of questions staff will evaluate

Illustrative evaluation questions for existing and developing programs

	01	02
	MOBILE INTEGRATED HEALTH	TRANSPORT TO ALTERNATE DESTINATIONS
SUSTAINABLE	Is funding sustainable? Is this cost-shifting or cost-recovery substitution?	Is destination capacity sustainable?
INTEGRATED	Does follow-up connect to partners?	Does clinical oversight align?
IMPROVES OUTCOMES	Do access and repeat utilization improve?	Is it better for the patient?

Measures and targets should reflect each program's purpose

INNOVATION PROCESS

07

A repeatable process through 2031

The framework remains useful as new patient needs, delivery models and technologies emerge.

01	02	03	04	05
IDENTIFY	EVALUATE	PILOT / DEVELOP	MEASURE	DECIDE
A patient or system need	Sustainability, integration and expected benefit	Scope, safeguards and approvals	Baseline, results and resource use	Scale, modify or stop

Evidence guides the next investment

Clear ownership and regular reporting

Proposed approach within existing District review and approval processes

01

EMS DIVISION

Coordinate evaluation and reporting with Operations, clinical leaders, Finance and partners.

02

DISTRICT LEADERSHIP

Review feasibility and resource needs through operational, budget, labor and regulatory processes.

03

COMMITTEE / BOARD

Provide strategic direction and consider recommendations requiring decisions or resources.

EXECUTIVE COMMITTEE DIRECTION REQUESTED

09

Direction for the next phase

SUPPORT	Sustainability, integration and improved outcomes as the evaluation framework.
SUPPORT	Continued development of projects and cost estimates.
DIRECT	Staff to memorialize the framework and continue implementation.

Advance innovation that fulfills the Strategic Plan

BOARD OF DIRECTORS EXECUTIVE COMMITTEE

Regional Expansion

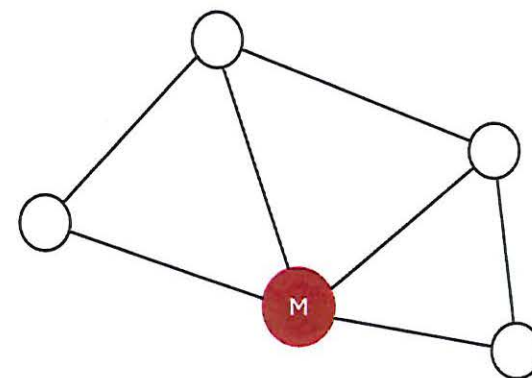
Sacramento Metropolitan Fire District

Opportunities: a standing framework for evaluating consolidation and mergers

OCTOBER 2026

2026

GOAL 3 • PROJECT 4



REGIONAL SERVICE NETWORK

STRATEGIC FOUNDATION

02

Regional expansion becomes Board discipline

01

BOARD DIRECTION

Preserve consolidation
as a strategic priority.

02

SERVICE QUALITY

Improve or maintain
response time and
coverage.

03

OPERATING EFFICIENCY

Reduce duplication and
improve deployment.

04

LONG-TERM SUSTAINABILITY

Protect 5–10 year fiscal
capacity.

Evaluate continuously. Advance only when evidence supports action.

Goal 3 • Innovative Service Delivery • Indicator of Achievement 1

DECISION FRAMEWORK

03

Three outcomes govern every opportunity

Each opportunity must improve or maintain service quality, efficiency and sustainability.

Q

SERVICE QUALITY

Will response time, coverage and reliability improve or hold?

E

OPERATING EFFICIENCY

Will cost per call/capita and duplicated services improve?

F

FISCAL SUSTAINABILITY

Can 5–10 year impacts and labor and capital liabilities be sustained?

DECISION

GO

REFINE

STOP

Governance feasibility • stakeholder support • implementation risk

REGIONAL EXPANSION OPPORTUNITIES

CHARTER DELIVERABLES

04

Six tactics make the charter actionable

01 Define “high-quality” emergency service.

04 Establish expansion evaluation criteria.

02 Define “efficient” emergency service.

05 Add Regional Expansion to Service Delivery Planning.

03 Define “sustainable” emergency service.

06 Educate Planning & Development and Communications & Engagement.

BOARD VALUE

Future leaders inherit a clear, evidence-based mandate—not an ad hoc choice.

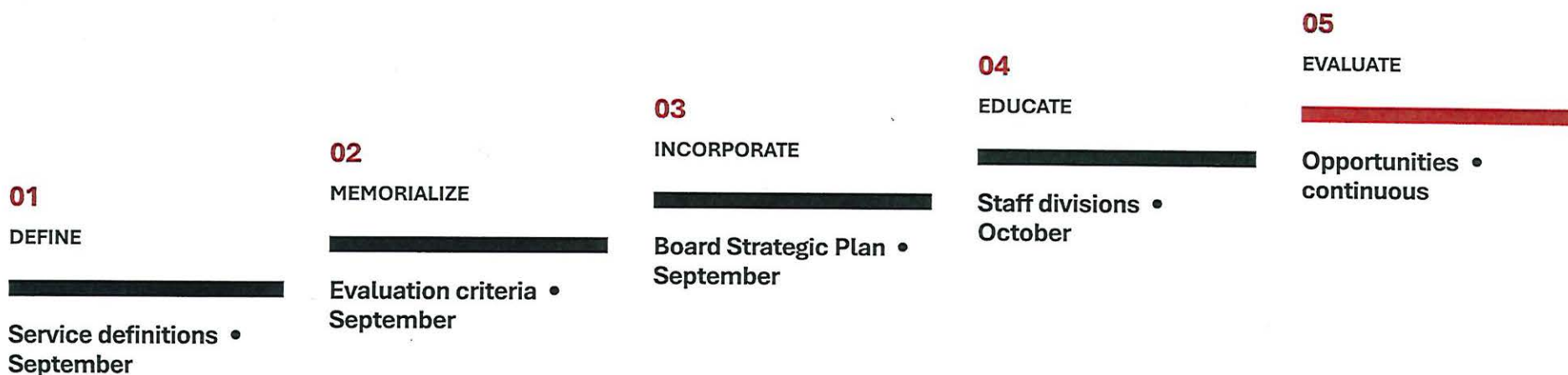
REGIONAL EXPANSION OPPORTUNITIES

IMPLEMENTATION PATH

05

The charter can be operationalized this fall

Three near-term actions establish a continuous evaluation process.



TIMING

September foundation • October alignment • Ongoing review

Refer tactics to the full Board

3

ACTIONS

AFFIRM

regional expansion as a standing strategic priority.

REFER

the charter tactics to the full Board for adoption.

DIRECT

staff to memorialize the framework and begin implementation.

Approval establishes the process; each future opportunity returns for separate review.