Sacramento Metropolitan Fire District

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ADOPTED
ACTION SUMMARY MINUTES

EXECUTIVE COMMITTEE
SACRAMENTO METROPOLITAN FIRE DISTRICT
Thursday, October 8, 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 4:30 pm by President Costa. Committee members present: President Costa, Vice President Webber, and Secretary Rice. Committee members absent: None. Staff present: Acting Fire Chief Mitchell and Board Clerk Rittburg.

PUBLIC COMMENTS

No public comments were received.

CONSENT AGENDA

Action: Moved by Webber, seconded by Rice, 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 September 10, 2026.
   Action: Approved the Action Summary Minutes.

PRESENTATION & DISCUSSION ITEMS

1. **Rules of Order: Rosenberg's or Robert's**
   (General Counsel Ian Sangster)
   Action: General Counsel Sangster provided an overview of Robert's Rules of Order, Rosenberg's Rules of Order, the District's existing Board Policies and Procedures, and the Brown Act. General Counsel Sangster explained that Robert's Rules of Order provide a comprehensive parliamentary framework generally suited to larger bodies requiring detailed procedural guidance, while Rosenberg's Rules of Order offer a simplified approach intended for smaller governing bodies. He reported that the Board Policies and Procedures already incorporate provisions consistent with Rosenberg's Rules, including quorum requirements, the President's responsibilities, agenda organization, public hearing procedures, public comment, motions, debate,

voting, and meeting decorum. Director Rice stated that Rosenberg's Rules appeared appropriate for the District's type of governing body and raised the question of whether expressly referencing Rosenberg's Rules in District policies would provide additional clarity or whether such a reference would be unnecessary. General Counsel recommended maintaining the existing policies and procedures, noting that adopting Rosenberg's Rules wholesale could create unintended consequences if the current procedures were working effectively. President Costa expressed agreement and requested that the Board's Policies and Procedures be redistributed to the full Board. The Committee agreed to leave the existing policies and procedures unchanged at this time.

2. Board Goal #3 – Provide Innovative Service Delivery

(Acting Fire Chief Adam Mitchell & Group Discussion)

Acting Fire Chief Mitchell introduced the four projects identified under Board Goal #3: Uninterrupted Service Delivery; Service Delivery Plan; EMS Service Delivery/Continuum of Care; and Regional Expansion. He explained that the projects follow prior Executive Committee discussions and are intended to advance the District's service delivery planning.

The Committee discussed the first two projects. The remaining two projects were deferred due to time constraints.

a. Uninterrupted Service Delivery

Action: Acting Fire Chief Mitchell presented the Uninterrupted Service Delivery project as a continuation of the prior Executive Committee discussion. He reported that staffing challenges were identified as the most significant threat to uninterrupted service delivery. Addressing staffing would ultimately involve the administrative team under Board Goal #1, Care For All Our People; however, the Operations Branch and Executive Committee could help establish clear expectations and measures of success. Chief Mitchell explained that staff would develop an implementation framework guided by Board direction. He noted that crews may be out of service for various reasons, including training, but that the Board's primary concern appeared to be brownouts caused by staffing shortages. The Committee reviewed the proposed working definition of uninterrupted service delivery, "Uninterrupted service means sustaining planned emergency-response capability and station or unit availability without avoidable staffing-driven service interruptions." The Committee had no changes to the proposed working definition, Chief Mitchell stated that the proposed performance framework included four areas:

- Staffing-driven interruptions: Frequency of service reductions resulting from vacancies that cannot be filled.
- Station/unit availability: Reliability of planned operational capacity.
- Overtime vacancy coverage: Degree of reliance on overtime to maintain staffing.
- Workforce strain indicators: Trends associated with fatigue and retention.

The Committee emphasized that brownouts negatively affect public service and stated that brownouts were not acceptable. Chief Mitchell stated that the next phase would involve a stakeholder group, including staff, field personnel, and labor partners, reviewing the proposed framework and establishing the specific measures and definitions. The resulting recommendations will return to the Executive Committee for consideration before further action is taken.

b. Service Delivery Plan

Acting Fire Chief Mitchell explained that the Board has consistently emphasized a 2-5-year planning horizon connecting service delivery, staffing models, capital needs, and fiscal sustainability. He explained the proposed framework establishes a process in which the Board provides strategic direction, Operations Chiefs refine the direction based on operational conditions, and planning and administrative staff develop work plans, financial forecasts, and resource strategies. Chief Mitchell emphasized the need to balance operational flexibility for immediate needs with longer-term planning for facilities, staffing, equipment, procurement, and funding. Chief Mitchell reviewed six pressure points identified through the Standards of Cover:

1. Coverage gaps: Gaps in station and unit coverage that may delay response times and reduce reliability.
2. Effective Response Force (ERF) formation: Insufficient nearby units in some areas to form an effective response force quickly.
3. First-due availability: Some first-due units are not consistently available, potentially increasing workload and response delays.
4. Command Officers and Supervisors: Limited command and control resources in some battalions.
5. Time on Task: Extended time on task for units, reducing availability for additional incidents and contributing to system strain.
6. Growth & Density: Changing development patterns and increasing population density will create future station and resource needs.

Chief Mitchell explained that these pressure points may overlap and that resource placement could address multiple challenges simultaneously. Staff intends to use the findings to guide operational decisions, prioritize projects based on their potential impact, and simplify reporting so that Chiefs and staff can identify actionable priorities. Chief Mitchell described three proposed measures for evaluating projects and comparing resource needs:

- Reliability: Whether station-assigned units are available when needed.
- Time on task: How long units are unavailable while handling calls.
- Effective Response Force: Whether sufficient units can arrive in time to manage a complex incident.

The Committee discussed the value of using a consistent, transparent rating system to identify current needs, compare priorities, and support planning over the next five years. Committee members expressed support for continued development of the Service Delivery Plan, project evaluations, cost estimates, and dashboard. Staff will continue the planning work, including coordination with labor and other stakeholders, and return with ranked options for future consideration.

c. EMS Service Delivery/Continuum of Care – (AC Jon Rudnicki)

This item was deferred to a future meeting due to time constraints.

d. Regional Expansion

This item was deferred to a future meeting due to time constraints.

The Committee discussed scheduling a special meeting before the next regular meeting to discuss the two remaining items. Thursday, October 22, 2026, was selected as the special meeting date.

ADJOURNMENT

The meeting adjourned at 5:28 pm.

John Costa, President

Marni Rittburg, Clerk of the Board