ADAM A. HOUSE
Fire Chief

Sacramento Metropolitan Fire District

10545 Armstrong Ave., Suite 200 • Mather, California 95655 • Phone (916) 859-4305• Fax (916) 859-3715

EXECUTIVE COMMITTEE – REGULAR MEETING AGENDA
Thursday, November 12, 2026 – 4:00 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=SFlLQ1Znd25RSmlhdXZVQVh4d1VWZz09

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 October 22, 2026.	*2*

DISCUSSION ITEMS

1.	**Board Goal #3 – Provide Innovative Service Delivery** *(Chief Development Officer Jeff Frye)*	
	a. **Provide Innovative Service Delivery**	*5*
	b. **Service Delivery Key Performance Indicators**	*14*
	c. **Strategic Project Dashboard**	*20*

ADJOURNMENT

NEXT MEETING DATE: December 10, 2026

Posted on November 9, 2026

Marni Rittburg
Marni Rittburg, CMC
Clerk of the Board

** No written report

Sacramento Metropolitan Fire District

10545 Armstrong Ave., Suite 200 • Mather, CA 95655 • Phone (916) 859-4300 • Fax (916) 859-3702

ACTION SUMMARY MINUTES

EXECUTIVE COMMITTEE SPECIAL MEETING
SACRAMENTO METROPOLITAN FIRE DISTRICT
Thursday, October 22, 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, and Vice President Webber, Secretary Rice arrived at 4:33 p.m. 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 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 October 8, 2026.
   Action: Approved the Action Summary Minutes.

PRESENTATION & DISCUSSION ITEMS

1. **Board Goal #3 – Provide Innovative Service Delivery**
   a. **EMS Service Delivery/Continuum of Care**
   (Assistant Chief Jon Rudnicki)
   Assistant Chief Rudnicki provided an update on EMS service delivery innovation, building on the September 10, 2026, Board presentation regarding the continuum of care. The presentation addressed changing patient needs, hospital capacity, alternative care options, behavioral health demands, and the need to evaluate future service delivery opportunities. Staff identified three evaluation criteria from the strategic plan to guide EMS innovation:

   1. **Sustainability**: Evaluate funding, cost recovery, workforce capacity, and long-term financial viability.
   2. **Integration**: Ensure alignment and coordination with first responder partners,

healthcare systems, hospitals, and other available community resources.

3. **Improved Outcomes**: Determine whether proposed innovations improve patient care through safe, accessible, and reliable services supported by measurable outcomes and data.

   AC Rudnicki reviewed current EMS initiatives, including the Mobile Integrated Health (MIH) five-year pilot program, implementation of Transport to Alternate Destinations, and continued monitoring of ambulance patient offload time (APOT).

   AC Rudnicki presented a proposed repeatable evaluation process in which EMS would coordinate with Operations, clinical leaders, Finance, labor, and regional partners to identify needs, evaluate proposed innovations, develop and monitor pilot programs, measure results, and make recommendations to District leadership and the Board.

   The Executive Committee expressed consensus and support for staff to continue advancing EMS innovation efforts using the sustainability, integration, and improved patient outcomes framework. Staff were encouraged to continue evaluating potential programs and developing associated cost estimates, including personnel and budget requirements, for future consideration and Board direction.

   The Committee supported maintaining the proposed evaluation framework and continuing the work toward implementation.

b. Regional Expansion

(Acting Deputy Chief Joe Aldrich)

Action: Acting Deputy Chief Joe Aldrich presented a proposed framework for evaluating regional expansion opportunities, including potential consolidations and mergers. The presentation was intended to document prior Executive Committee discussions and establish a consistent, ongoing process for evaluating opportunities under Board Goal #3, Project 4 – Innovative Service Delivery. Staff recommended establishing consolidation and merger evaluations as a standing priority within the Service Delivery Domain of the Board Strategic Plan, rather than repeating the objective in each future strategic plan. Three criteria were proposed for evaluating each opportunity, in the following order: Service Quality, Operational Efficiency, and Fiscal Sustainability. Staff explained that each opportunity would be evaluated individually, with decision check-ins to determine whether to proceed, refine the proposal, or discontinue consideration if the criteria could not be met. Staff emphasized that service quality would not be reduced to advance a consolidation or merger. Staff recommended the following tactics for inclusion in the Board's strategic plan under Goal 3, Project 4:

- Establish consolidation and merger evaluation as a standing order within the Service Delivery Domain.
- Apply the three core criteria—service quality, operating efficiency, and fiscal sustainability—to all potential opportunities.
- Utilize established response standards and mathematical evaluation tools to ensure objective and consistent assessments.

- Conduct feasibility studies for areas with planned development to support long-term sustainability.

The Executive Committee supported moving forward with the proposed regional expansion framework and recommended tactics. The Committee requested staff memorialize the framework and begin implementation. The discussion also identified the next step of referring the proposed charter tactics to the full Board for adoption.

ADJOURNMENT

The meeting adjourned at 5:25 pm.

_____

John Costa, President

_____

Marni Rittburg, Clerk of the Board

EXECUTIVE COMMITTEE

GOAL 3

Provide Innovative Service Delivery



Strategies, tactics, ownership, and governance pathway

Decision focus: confirm direction and advance implementation planning

Why Goal 3 matters now

Service demand, workforce strain, and a changing call mix require an adaptive service model.

95,302	84%	41	36
2025 emergency calls	medical aid	stations	frontline apparatus

Strategic response

- Protect daily station and unit availability.
- Plan deployment around growth and demand.
- Scale innovative EMS and MIH models.
- Evaluate regional opportunities transparently.



Goal 3 strategy architecture

Four reinforcing strategies connect operational reliability to long-term regional value.



Uninterrupted Service Delivery

Daily readiness



Service Delivery Planning

Data-driven deployment supports Operational decisions



Innovative EMS Service Delivery

Sustainable EMS and MIH



Regional Expansion

Criteria-based growth

Each strategy produces measurable outcomes, a named owner, and visible Board reporting.

3.1 Uninterrupted Service Delivery

Sustain station availability and reliable deployment despite persistent staffing pressures.

3.1.1	**Create a staffing policy that creates flexibility to address day-to-day staffing challenges.**	**Deputy Chief, Operations**
3.1.2	**Develop a staffing policy to plan future staffing needs (2-5 years).**	**Deputy Chief, Administration**
3.1.3	**Establish service delivery KPIs for the Board of Directors' Dashboard.**	**Chief Development Officer**
3.1.4	**Create a Staffing Pool Project for the Board of Directors Strategic Projects Dashboard.**	**Deputy Chief, Administration**

Policy foundation • performance visibility • managed staffing-depth project

3.2 Service Delivery Planning

Create a transparent, repeatable pathway from service analysis to Board-visible projects.

3.2.1	**Present the Service Delivery Framework to the Executive Committee for review and transparency.**	**Chief Development Officer**
3.2.2	**Add recommended service delivery projects to the Board of Directors Strategic Projects Dashboard.**	**Chief Development Officer**
3.2.3	**Add a Service Delivery Plan KPI to the Board of Directors' Dashboard.**	**Chief Development Officer**

FRAMEWORK → PROJECTS → KPIs → BOARD VISIBILITY

3.3 Innovative EMS Service Delivery

Develop sustainable, integrated EMS models that improve community outcomes.

3.3.1	**Continued development of the operational model for the Mobile Integrated Health Program.**	**Assistant Chief, EMS**
3.3.2	**Establish EMS KPIs for the Board of Directors' Dashboard.**	**Assistant Chief, EMS**
3.3.3	**Create an MIH Project for the Board of Directors Strategic Projects Dashboard.**	**Assistant Chief, EMS**



MODEL → MEASURE → MANAGE

Define the care model, establish outcomes, and govern implementation as a strategic project.

3.4 Regional Expansion

Evaluate regional service opportunities through a transparent, criteria-based framework.



3.4.1 **Present the Regional Expansion Framework to the Executive Committee for review and transparency.**

Chief Development Officer

3.4.2 **Add Regional Expansion to page 19 of the Strategic Plan**

Chief Development Officer

Recommended framework criteria

- Service-level impact
- Financial sustainability
- Workforce and operational capacity
- Partner and community alignment
- Governance, timing, and risk

Accountability and dashboard design

Separate strategic projects from performance indicators while keeping both visible to the Board.

BOARD KPI DASHBOARD

Service delivery KPIs

Potential Service Delivery Plan KPI

EMS KPIs

Measures whether outcomes are improving

STRATEGIC PROJECTS DASHBOARD

Staffing Pool Project

Proposed service delivery projects

MIH Project

Shows whether priority initiatives are advancing

Recommended cadence: monthly internal review • quarterly Executive Committee review • regular Board reporting

Executive Committee direction requested

Approval enables staff to move from strategy language to project charters, measures, and implementation.

1. **Confirm** the four-strategy structure for Goal 3.
2. **Approve** the polished tactic language as the working draft.
3. **Confirm** the assigned leads for all Goal 3 tactics.
4. **Direct** development of KPI definitions and project charters.
5. **Set** the review and Board reporting cadence.

Next deliverable: project charters with scope, milestones, resources, indicators, risks, and reporting responsibilities.

METRO FIRE

DRAFT

Service Delivery Key Performance Indicators

Q2 2026 working draft for Board discussion

Targets and actuals read TBD until the Board votes on targets and Q2 data is collected.



12 KPIs across three focus areas

5
KPIs

All Risk Response

Shift Commanders, EMS Chief, Training Chief

3
KPIs

Risk Reduction

Fire Marshal

5
KPIs

MIH

Officer to be assigned

Reading each tile

Shift Commanders
Responsible officer

Deputy Chief
Accountable deputy chief

Operational Reliability measures, such as Time on Task and Unplanned Brownout Rate, sit within All Risk Response.

Why every value reads TBD

The Board has not yet voted on targets, and Q2 actuals have not been collected. Both will be added after the vote.

All Risk Response: five KPIs

		Target	Actual	Prior Qtr
RESPONSIBLE OFFICER **Shift Commanders** ACCOUNTABLE DEPUTY CHIEF **Operations**	**Structure Fires Contained to Room of Origin** % of structure fires confined to the room where they started.	**TBD**	**TBD**	**TBD**
RESPONSIBLE OFFICER **EMS Chief** ACCOUNTABLE DEPUTY CHIEF **Support Services & EMS**	**Time on Task (TOT) — Peak vs. Off-Peak** Ratio of time units are committed to incidents versus time available, compared between peak and off-peak periods.	**TBD**	**TBD**	**TBD**
RESPONSIBLE OFFICER **Shift Commanders** ACCOUNTABLE DEPUTY CHIEF **Operations**	**Unplanned Brownout Rate by Shift** Rate of unplanned unit brownouts (a unit temporarily out of service) by shift.	**TBD**	**TBD**	**TBD**
RESPONSIBLE OFFICER **Training Chief** ACCOUNTABLE DEPUTY CHIEF **Administration**	**Training Hours Per Firefighter (Per Quarter)** Average continuing education and skills training hours per firefighter per quarter.	**TBD**	**TBD**	**TBD**
RESPONSIBLE OFFICER **EMS Chief** ACCOUNTABLE DEPUTY CHIEF **Support Services & EMS**	**Cardiac Arrest Survival to Discharge Rate** % of cardiac arrest patients who survive to hospital discharge.	**TBD**	**TBD**	**TBD**

Risk Reduction: three KPIs

RESPONSIBLE OFFICER
Fire Marshal
ACCOUNTABLE DEPUTY CHIEF
Deputy Chief, Support Services & EMS

Completed Mandatory Inspections

Number of mandatory fire inspections completed per quarter.

Target	Actual	Prior Qtr
TBD	**TBD**	**TBD**

RESPONSIBLE OFFICER
Fire Marshal
ACCOUNTABLE DEPUTY CHIEF
Deputy Chief, Support Services & EMS

Wildfire Mitigation

Definition to be confirmed.

Target	Actual	Prior Qtr
TBD	**TBD**	**TBD**

RESPONSIBLE OFFICER
Fire Marshal
ACCOUNTABLE DEPUTY CHIEF
Deputy Chief, Support Services & EMS

Fire Investigations

Definition to be confirmed.

Target	Actual	Prior Qtr
TBD	**TBD**	**TBD**

MIH: reporting begins in Q3 2026

Officer TBD	**Hospital Diversion Rate** % of MIH responses where hospital transport was avoided through on-scene care or referral to alternative services.	Target **TBD**	Actual **TBD**	Prior Qtr **TBD**
Officer TBD	**Community Referrals Completed** Number of referrals to community health, social service, or mental health resources completed per quarter.	Target **TBD**	Actual **TBD**	Prior Qtr **TBD**
Officer TBD	**Follow-Up Compliance Rate** % of patients receiving a scheduled MIH follow-up visit who were successfully contacted and visited.	Target **TBD**	Actual **TBD**	Prior Qtr **TBD**
Officer TBD	**Cost Per MIH Intervention** Total MIH program cost divided by total MIH patient contacts; measures program cost efficiency.	Target **TBD**	Actual **TBD**	Prior Qtr **TBD**
Officer TBD	**High-Frequency Utilizer Reduction** % reduction in 9-1-1 call volume from enrolled high-frequency utilizers after MIH enrollment.	Target **TBD**	Actual **TBD**	Prior Qtr **TBD**

Three items to settle with the Board

1 **Approve KPI targets**

All 12 Service Delivery KPIs show TBD for target, actual and prior quarter. Targets will be added after the Board vote.

2 **Confirm definitions**

Wildfire Mitigation & Fire Investigations have no definitions yet. All other definitions are draft wording for the Board to review.

3 **Assign an MIH officer**

No responsible officer is named for the five MIH KPIs. Reporting is planned to begin in Q3 2026.

EXECUTIVE COMMITTEE

Strategic Project Dashboard

Turning Board direction into visible ownership, milestones, risks, funding needs, and decisions.

Decision focus: confirm the dashboard approach and advance the first project charters



FY 2026-31 | Board strategic governance

What the dashboard is designed to do

A single governance view for a portfolio that crosses operations, administration, support services, labor/management, finance, legal, and Board policy.

Clarify

Named sponsor, tier, status, decision gate, and strategic alignment.

Focus

Board action items are separated from routine project activity.

Sequence

A common Gate 0-4 pathway moves concepts through feasibility, authorization, execution, and closeout.

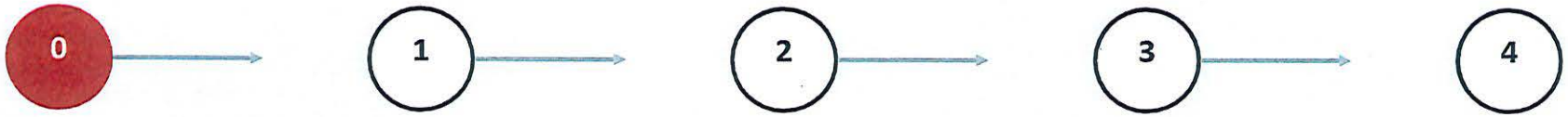
Connect

Project milestones and funding needs can be coordinated with budget, CIP, workforce, and performance reporting.

The dashboard is not a replacement for the Strategic Plan, budget, CIP, or KPI dashboard. It is the connective governance layer between them.

How a project moves through the dashboard

A consistent decision path allows early concepts to mature without implying premature funding or implementation commitments.



Concept	Feasibility	Budget Auth	Execution	Closeout
Purpose, alignment, sponsor	Scope, options, cost, risk	Funding and resource approval	Milestones and delivery	Benefits and lessons

Current portfolio position

The initial projects are at Gate 0. Executive Committee direction authorizes project charter and feasibility work, not final funding or implementation.

Goal 3 projects proposed for dashboard visibility

Goal 3 separates sustained performance measures from strategic initiatives that require active project governance.

Staffing Pool Project

3.1.3 | Uninterrupted Service Delivery

Managed staffing depth to reduce brownouts

Responsible/Accountable

Chief Human Resource Officer/ Deputy Chief, Administration

Proposed Service Delivery Projects

3.2.2 | Service Delivery Planning

Move selected deployment initiatives from planning into Board-visible projects.

Responsible/Accountable

Chief Development Officer/ Deputy Chief, Operations

Mobile Integrated Health Project

3.3.3 | Innovative EMS

Develop and govern an integrated care model with defined outcomes.

Responsible/Accountable

Assistant Chief, EMS/ Deputy Chief, Support Services & EMS

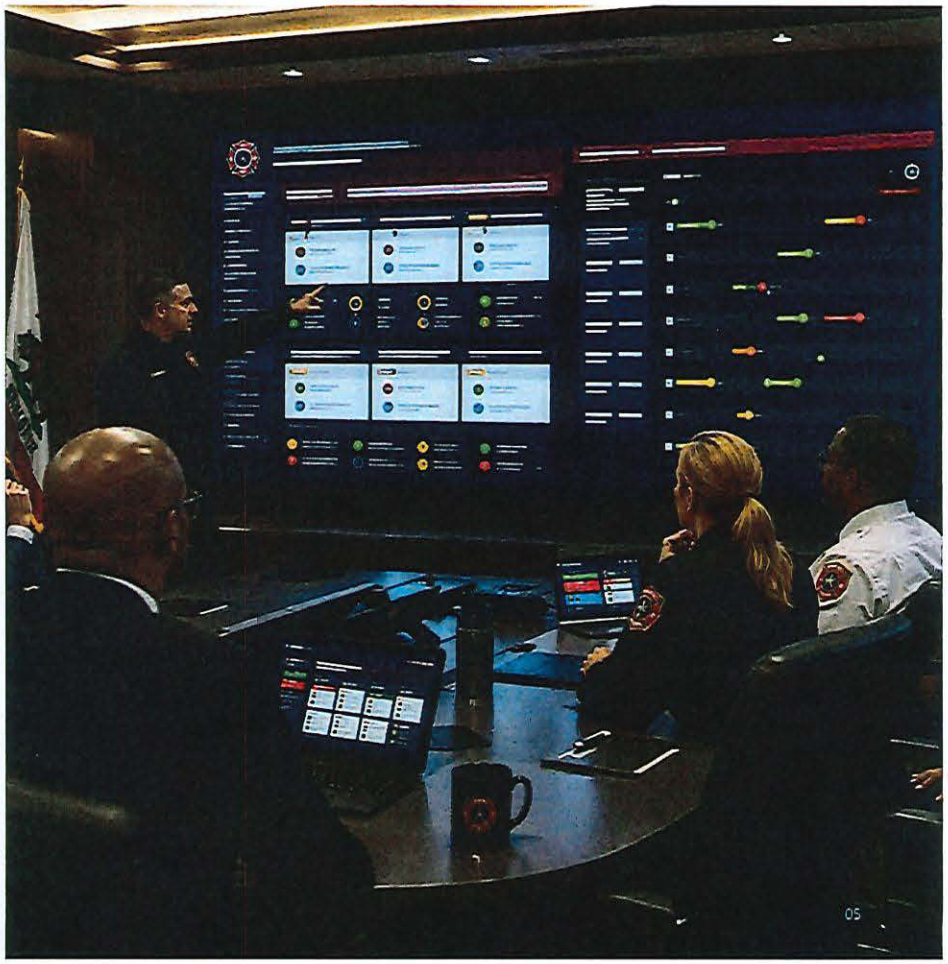
Grant Line 220 station project

SACRAMENTO METROPOLITAN FIRE DISTRICT

A growth-driven facility project connecting long-range station planning, capital delivery, and future operating capacity.

Dashboard profile

Strategic fit	**Goal 3 | deployment follows community growth**
Current dashboard stage	**Gate 0 | concept approval**
Station Master Plan	**New station; rural to dense urban; 5+ year need**
Prior Board investment	**$2.4M land acquisition identified in the CIP**
Feasibility questions	Service demand, site/program, delivery timing, capital source, staffing and ongoing operating cost



Engine 67 staffing project

Convert a completed capital asset into reliable service capacity through a coordinated staffing and operating plan.



Dashboard profile

Strategic fit	**Goal 3 | daily availability and growth-responsive deployment**
Current dashboard stage	**Gate 2 | feasibility approval**
Capital context	**Vineyard Springs / Station 67 construction has been a major CIP project**
Operating question	**When and how Engine 67 is staffed after facility completion**
Feasibility questions	Deployment model, position count, academy and hiring timeline, apparatus/equipment, MOU and overtime impacts, annual operating cost

Initial portfolio for Executive Committee review

Five projects establish the first dashboard cohort and test the governance model across workforce, service delivery, EMS, and growth.

Project	Strategic connection	Primary integration	Stage
Staffing Pools	Goal 3.1	Workforce / readiness	Gate 0
Future Service Delivery Projects	Goal 3.2	Deployment / planning	Gate 0
MIH	Goal 3.3	EMS innovation	Gate 2
Grant Line 220	Goal 3 / growth	Capital + future operations	Gate 0
Engine 67 Staffing	Goal 3 / readiness	Operations + workforce	Gate 2

Common next step: develop charters with scope, owner, milestones, resources, indicators, dependencies, risks, and decision dates.

How the dashboard fits the reporting system

Projects and KPIs answer different governance questions and should remain distinct but connected.

1

Monthly

Internal portfolio review

Update milestones, risks, dependencies, and forecast decisions.

2

Quarterly

Executive Committee review

Resolve cross-functional issues and confirm items advancing to the Board.

3

3 Times Annually

Board reporting

Show progress, decisions, funding implications, and outcome measures.

KPIs answer "Are outcomes improving?" | The project dashboard answers "Are priority initiatives advancing?"

Executive Committee direction requested

Use this discussion to establish the governance model and authorize the next level of project definition.

1. **Confirm** the dashboard purpose, decision-gate structure, and reporting cadence.
2. **Confirm** the initial portfolio: Goal 3 projects, Grant Line 220, and Engine 67 Staffing.
3. **Direct** project sponsors to prepare Gate 1 charters and feasibility workplans.
4. **Identify** any additional Board priorities that should enter Gate 0 review.

Next deliverable: project charters and an updated dashboard prototype reflecting Executive Committee direction.