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Sacramento Metropolitan Fire District

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EXECUTIVE COMMITTEE – SPECIAL MEETING AGENDA

Thursday, October 22, 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 | 2 |
| | Recommendation: Approve the Action Summary Minutes for the meeting of October 8, 2026. | |

DISCUSSION ITEMS

- | | | |
|----|---|-----------|
| 1. | Board Goal #3 – Provide Innovative Service Delivery | |
| c. | EMS Service Delivery/Continuum of Care – (AC Jon Rudnicki) | 6 |
| d. | Regional Expansion – (Acting Deputy Chief Aldrich) | 15 |

ADJOURNMENT

NEXT MEETING DATE: November 12, 2026

Posted on October 19, 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, 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

EXECUTIVE COMMITTEE BRIEFING

Innovative EMS Service Delivery

Sacramento Metropolitan Fire District

Sustainable. Integrated. Improves outcomes

OCTOBER 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**

Patients need access to care that fits their clinical needs.

02**SYSTEM CAPACITY**

Hospital delays and regional care gaps affect emergency resources.

03**LONG-TERM VIABILITY**

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

SUSTAINABLE

Can we sustain it?

- Funding
- workforce

02

INTEGRATED

Does it strengthen the system?

- EMS and operations
- Healthcare partnerships
- Data and follow-up

03

IMPROVES OUTCOMES

Does it make care better?

- 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

MOBILE INTEGRATED HEALTH

SUSTAINABLE

Is funding sustainable?
Is this cost-shifting or cost-recovery substitution?

INTEGRATED

Does follow-up connect to partners?

IMPROVES OUTCOMES

Do access and repeat utilization improve?

02

TRANSPORT TO ALTERNATE DESTINATIONS

Is destination capacity sustainable?

Does clinical oversight align?

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**IDENTIFY**

A patient or
system need

02**EVALUATE**

Sustainability,
integration and
expected benefit

03**PILOT / DEVELOP**

Scope,
safeguards and
approvals

04**MEASURE**

Baseline, results
and resource
use

05**DECIDE**

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

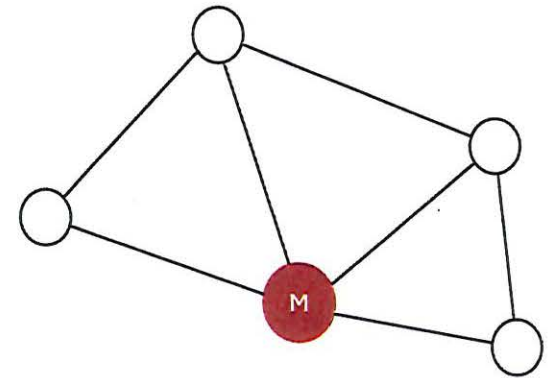
Sacramento Metropolitan Fire District

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.