Sacramento Metropolitan Fire District

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

ADOPTED
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