



ADAM A. HOUSE
Fire Chief

John Costa
Board President
Division 9

Robert Webber
Board Vice President
Division 3

Brian Rice
Board Secretary
Division 7

Cynthia Saylors
Board Member
Division 1

Grant Goold
Board Member
Division 2

Ted Wood
Board Member
Division 4

Shawn Stark
Board Member
Division 5

D'Elman Clark
Board Member
Division 6

Gay Jones
Board Member
Division 8

Sacramento Metropolitan Fire District

10545 Armstrong Ave., Suite 200 · Mather, California 95655 · Phone (916) 859-4300 · Fax (916) 859-3700

BOARD OF DIRECTORS - REGULAR MEETING AGENDA

Thursday, August 13, 2026 – 6:00 p.m.

Sacramento Metropolitan Fire District

10545 Armstrong Avenue, Suite 200

Boardroom – Second 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>

The mission of the Sacramento Metropolitan Fire District is to provide professional and compassionate protection, education and service to our community.

The Public's health and well-being are the top priority for the Board of Directors of the Sacramento Metropolitan Fire District and you are urged to take all appropriate health safety precautions. To view the meeting via the Zoom Application, please click on the link above.

Members of the public seeking to attend and to address the Board who require reasonable accommodations to access the meeting, based on disability or other reasons, should contact the following person at least forty-eight (48) hours in advance of a Regular meeting to make arrangements for such reasonable accommodations:

Marni Rittburg

Board Clerk

(916) 859-4305

rittburg.marni@metrofire.ca.gov

The Board will convene in open session at 6:00 p.m.

Serving Sacramento and Placer Counties



Sacramento Metropolitan Fire District

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REGULAR BOARD MEETING

THURSDAY, AUGUST 13, 2026

- CALL TO ORDER
- ROLL CALL
- PLEDGE TO FLAG

METRO CABLE ANNOUNCEMENT:

This meeting of the Sacramento Metropolitan Fire District is recorded. The recording will be cablecast on Metro Cable Channel 14, the local government affairs channel on the Comcast and DirecTV U-Verse cable systems. The recording will also be closed captioned and video-streamed at metro14live.saccounty.gov. Today's meeting replays at 6:00 p.m. on Monday, August 17, 2026, and again at 2:00 p.m. on Wednesday, August 19, 2026, on Metro Cable Channel 14. Once posted, the recording of this meeting can be viewed on-demand at youtube.com/metrocable14.

PUBLIC OPPORTUNITY TO DISCUSS MATTERS OF PUBLIC INTEREST WITHIN DISTRICT JURISDICTION INCLUDING ITEMS ON OR NOT ON AGENDA:

*The Board of Directors of the Sacramento Metropolitan Fire District appreciates and encourages public interest and welcomes questions and opinions at its meetings. Public members wishing to address the Board are requested to first be recognized by the presiding officer and identify themselves for the record. The presiding officer may, in the interest of time and good order, limit the number of public member presentations. Speakers' comments will be limited to **three (3) minutes** (Per Section 31 of the Board of Directors Policies and Procedures).*

In accordance with Section 31 of the Board of Directors Policies and Procedures, members of the Public requesting their written comments be read into the meeting record must be present or have a representative present to read their comments during the time allotted.

CONSENT ITEMS:

Matters of routine approval including but not limited to action summary minutes, referral of issues to committee, committee referrals to the full Board, items that require yearly approval, declaration of surplus equipment, and other consent matters. The Consent Agenda is acted upon as one unit unless a Board member requests separate discussion and/or action.

CONSENT ITEMS

Page No.

1. Action Summary Minutes

6

Recommendation: Approve the Action Summary Minutes for the Regular Board Meeting of July 23, 2026.



Sacramento Metropolitan Fire District

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REGULAR BOARD MEETING

THURSDAY, AUGUST 13, 2026

2. **August Board Radar Report** **11**
Recommendation: Receive and file.
3. **Purchase Approval – Oracle Support from CherryRoad Technologies** **13**
Recommendation: Approve the purchase of Oracle ERP support and project hours from CherryRoad Technologies Inc., utilizing NASPO ValuePoint contract # AR2476, and authorize the continued use of this contract for future support and project hours purchases as needed during FY 2026/2027 until the contract expires or is terminated. Future purchases will be contingent upon the appropriation of funds in the FY 2026/2027 budget.
4. **Purchase Approval – Tablet Command Licenses – Annual Renewal** **18**
Recommendation: Approve the request for the exception to the formal solicitation process and allow the District to purchase Tablet Command Licenses from the Sacramento Regional Fire/EMS Communications Center. This approval will be valid for future purchases over the next three years. Any future purchases will be contingent upon the Board approving the appropriation of funds for the applicable budget account.
5. **Purchase Approval – Operative IQ Licenses – Annual Renewal** **25**
Recommendation: Approve the request for the exception to the formal solicitation process and allow the District to purchase Operative IQ Licenses – annual renewal from Operative IQ for the next three years.

ACTION ITEMS:

1. **Adopt Resolution – Approval of the Metro Fire 2026-2031 Strategic Plan** **33**
(Chief Development Officer Jeff Frye)
Recommendation: Adopt Resolution affirming that the 2026 – 2031 Metro Fire Strategic Plan meets the Board's intent as directed.

REPORTS:

1. **PRESIDENT'S REPORT** — (President Costa)
2. **FIRE CHIEF'S REPORT** — (Deputy Chief Wagaman)

OPERATIONS REPORT – (Deputy Chief Wagaman) – **No Report**

ADMINISTRATIVE REPORT – (Deputy Chief Fiorica) – **No Report**

SUPPORT & EMERGENCY MEDICAL SERVICES REPORT – (Deputy Chief Mitchell) – **No Report**



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REGULAR BOARD MEETING

THURSDAY, AUGUST 13, 2026

3. **SMFD – FIREFIGHTERS LOCAL 522 REPORT** – *(Captain Sean Scollard, Local 522 Vice President)*

4. **COMMITTEE AND DELEGATE REPORTS**

All Committee Meetings will be held at the Sacramento Metropolitan Fire District Board Room, 10545 Armstrong Avenue, Mather, California, unless otherwise specified.

- A. **Executive Committee** – *(President Costa)*
Next Meeting: September 10, 2026, at 4:30 p.m.
- B. **Communications Center JPA** – *(Deputy Chief Fiorica)* – **No Report**
Next Meeting: August 15, 2026, at 9:00 a.m.
SRFECC Annex – 10240 Systems Parkway, Suite 200, Sacramento
- C. **Finance and Audit Committee** – *(Director Jones)*
Next Meeting: August 27, 2026, at 5:30 p.m.
- D. **Policy Committee** – *(Director Clark)*
Next Meeting: September 10, 2026, at 5:30 p.m.

BOARD MEMBER QUESTIONS AND COMMENTS

CLOSED SESSION:

The Board will convene in closed session to meet on the following matter(s):

1. **CONFERENCE WITH LABOR NEGOTIATOR**
Pursuant to California Government Code Section 54957.6
 - A. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Sacramento Area Fire Fighters Local 522
 - B. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Battalion Chiefs Bargaining Group,
Sacramento Area Fire Fighters Local 522
 - C. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Administrative Support Personnel (ASP)
Affiliate of Sacramento Area Fire Fighters Local 522
 - D. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Safety Senior Management, Management
and Unrepresented Confidential Employees
 - E. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Non-Safety Senior Management, Management
and Unrepresented Confidential Employees



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REGULAR BOARD MEETING

THURSDAY, AUGUST 13, 2026

F. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: EMT and Paramedic Memorandum of Understanding

CLOSED SESSION REPORT OUT

ADJOURNMENT

NEXT BOARD MEETING:

Unless specified differently, all meetings of the Board are held at Sacramento Metropolitan Fire District at 10545 Armstrong Avenue, Suite 200, Mather, CA 95655

- Regular Board Meeting – August 27, 2026, at 6:00 p.m.

Posted on August 10, 2026, by 4:30 p.m.

Marni Rittburg, CMC, CPMC
Clerk of the Board

** No written report

*  Separate Attachment

DISABILITY INFORMATION:

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (916) 859-4305. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility.



ADAM A. HOUSE
Fire Chief

Sacramento Metropolitan Fire District

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ACTION SUMMARY MINUTES – REGULAR MEETING

BOARD OF DIRECTORS SACRAMENTO METROPOLITAN FIRE DISTRICT

Thursday, July 23, 2026, at 6:00 p.m.

Held at the following locations:

10545 Armstrong Avenue – Board Room

Mather, California

&

Remotely Via Zoom

CALL TO ORDER

The meeting was called to order at 6:00 p.m. by President Costa. Board members present: Clark, Costa, Gould, Jones, Rice, Saylor, Stark, and Webber. Board members absent: Wood. Staff present: Chief House and Board Clerk Rittburg.

PUBLIC COMMENTS

No public comments were received.

CONSENT ITEMS

Moved by Director Rice, seconded by Webber, and carried unanimously by members present to adopt the consent calendar as follows:

1. **Action Summary Minutes**
Recommendation: Approve the Action Summary Minutes for the Regular Board Meetings of July 9, 2026.
Action: Adopted the Action Summary Minutes.
2. **Adopt Resolution – Recognizing the Distinguished Service of General Counsel John Lavra**
Recommendation: Adopt Resolution acknowledging the resignation of General Counsel John Lavra and expressing its sincere appreciation for his distinguished service to the Sacramento Metropolitan Fire District.
Action: Adopted **Resolution 2026-057**.
3. **Purchase Approval – Motorola Mobile Radios**
Recommendation: Authorize the District to procure the APX 6500 and APX 8500 Radios from Motorola using the County of Sacramento Open Item Contract # WA00034181, in addition to authorizing the continued utilization of this contract for future purchases until the contract expires or is terminated. Future purchases will be contingent upon the Board approving the appropriation of funds in the budget for such purchases.
Action: Approved.

ACTION ITEMS

- 1. Adopt Resolution – Industrial Disability Retirement – Captain Eric Haus**
Recommendation: After discussion in Closed Session, consider adopting a Resolution finding Captain Haus has suffered job-related injuries incapacitating him for the performance of duties as a Captain, and direct staff to continue working with Captain Haus through his Industrial Disability Retirement process with CalPERS.
Action: None, item to be voted on after discussion in Closed Session.

REPORTS

1. PRESIDENT'S REPORT - (*President Costa*)

President Costa recognized and thanked Fire Marshal Nygren and her team for their work as development within the District continues to increase and evolve. An association representing the development community reached out and Chief House met with the group to discuss the District's history and relationship with the association and to reinforce the District's willingness to maintain open communication and pursue partnership opportunities.

2. FIRE CHIEF'S REPORT — (*Chief House*)

No Report.

OPERATIONS REPORT – (*Deputy Chief Wagaman*)

No Report.

ADMINISTRATIVE REPORT – (*Deputy Chief Fiorica*)

No Report

SUPPORT & EMERGENCY MEDICAL SERVICES – (*Deputy Chief Mitchell*)

No Report.

3. SMFD – FIREFIGHTERS LOCAL 522 REPORT – (Captain Sean Scollard, Local 522 Vice President)

Representatives from Local 522 provided an update regarding labor relations, staffing challenges, and operational impacts. Topics included contract negotiations, mandatory overtime, brownouts, staffing levels, labor-management communication, policy changes affecting working conditions, and requests for increased collaboration between labor and district leadership. Representatives emphasized concerns regarding staffing stability, employee fatigue, operational readiness, and the need for timely communication and accountability.

Local 522 representatives requested greater Board involvement in ensuring effective labor-management communication, consistent meeting schedules, and progress toward resolving staffing and operational concerns.

Direction was provided from the Board to initiate regularly scheduled labor-management meetings, with the intent of establishing a monthly meeting cadence to improve communication, address operational issues outside of collective bargaining, and promote

collaborative problem-solving. President Costa agreed to coordinate the initial labor-management meeting on behalf of the Executive Committee and work with board members to establish an ongoing schedule and board representative for future meetings. Local 522 agreed to develop and provide a list of appropriate labor-management discussion topics outside the collective bargaining process to assist with agenda development for future meetings.

The Board emphasized the need for continued collaboration, accountability, and timely development of solutions to address staffing challenges and reduce brownouts while recognizing that negotiable matters would remain within the collective bargaining process.

4. COMMITTEE AND DELEGATE REPORTS

All Committee Meetings will be held at the Sacramento Metropolitan Fire District Board Room, 10545 Armstrong Avenue, Mather, California unless otherwise specified.

A. Executive Committee – (President Costa)

No Report.

B. Communications Center JPA – (Deputy Chief Fiorica)

No Report.

C. Finance and Audit Committee – (Director Jones)

No Report

D. Policy Committee – (Director Clark)

No Report.

BOARD MEMBER QUESTIONS AND COMMENTS

President Costa invited Chief House, General Counsel Lavra and the Board to the front of the room to present General Counsel Lavra with a commemorative wood plaque and a group photograph was taken to recognize him for a decade and a half of service he provided to the District. General Counsel Lavra thanked the Board and Chief House for the recognition and reflected on his tenure representing the District. He expressed appreciation for the opportunity to work with the Board, Chiefs, administrative staff, division heads, and District personnel. Mr. Lavra noted that, despite disagreements or difficult issues that may arise, the Board and District leadership have consistently shared the same ultimate goals for the organization and the community. He expressed that it had been a privilege to serve the District and acknowledged several current and former Directors and District leaders with whom he had worked over the years. Mr. Lavra also expressed his appreciation for Chief House and described their professional relationship as having developed into a personal friendship. He concluded by thanking the Board and District personnel for the opportunity to serve as General Counsel.

President Costa and all Directors thanked General Counsel Lavra for always being approachable and reliable and for providing professional service to the District for over a decade.

Director Rice raised a community issue that he was recently made aware of. Director Rice asked Fire Marshal Nygren to look into it at 3235 and 3237 Norris Avenue that is proposed as

transitional halfway housing. There has been zero community engagement and the property backs up to an elementary school.

Director Webber thanked the membership and Local 522 Executive Board for taking the time to address the Board and for bringing concerns forward regarding an issue the Board may not have been fully aware of.

President Costa thanked the men and women that are here tonight who provided feedback. President Costa stated it's going to take all of us to show up with solutions and be okay with the solution. President Costa asked for grace as we work through matters.

CLOSED SESSION:

The Board recessed to closed session at 7:15 p.m. on the following matter(s):

1. CONFERENCE WITH LABOR NEGOTIATOR

Pursuant to California Government Code Section 54957.6

- A. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Sacramento Area Fire Fighters Local 522
- B. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Battalion Chiefs Bargaining Group,
Sacramento Area Fire Fighters Local 522
- C. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Administrative Support Personnel (ASP)
Affiliate of Sacramento Area Fire Fighters Local 522
- D. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Safety Senior Management, Management
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- E. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: Non-Safety Senior Management, Management
and Unrepresented Confidential Employees
- F. District Negotiator: Jack Hughes, Liebert Cassidy Whitmore
Employee Organization: EMT and Paramedic Memorandum of Understanding

2. PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTION 54956.9 (a) – ONE (1) MATTER OF INDUSTRIAL DISABILITY RETIREMENT.

Eric Haus and the Sacramento Metropolitan Fire District
Claim #25-194374 – Industrial Disability Retirement
Joseph Fiorica, Deputy Chief of Administration

3. Public Employee Performance Evaluation: Fire Chief Pursuant to Government Code Sections 54957(b)(1)

CLOSED SESSION REPORT OUT:

The Board reconvened in open session at 9:54 p.m. General Counsel John Lavra reported that the Board met in closed session on three items:

1. Conference with Labor Negotiator; the Board met with its designated labor negotiator; no reportable action was taken in closed session.
2. One Matter of Industrial Disability Retirement, Captain Eric Haus, no reportable action was taken in closed session and the Board will proceed with the vote in open session now on this matter.
3. Public Employee Performance Evaluation, Fire Chief; no reportable action was taken in closed session.

ACTION ITEM CONTINUED TO AFTER CLOSED SESSION:

1. **Adopt Resolution – Industrial Disability Retirement – Captain Eric Haus**
Recommendation: After discussion in Closed Session, consider adopting a Resolution finding Captain Haus has suffered job-related injuries incapacitating him for the performance of duties as a Captain, and direct staff to continue working with Captain Haus through his Industrial Disability Retirement process with CalPERS.
Action: Moved by Director Weber, seconded by Jones, and carried unanimously by members present to adopt **Resolution 2026-058**, finding Captain Haus has suffered job-related injuries incapacitating him for the performance of duties as a Captain, and direct staff to continue working with Captain Haus through his Industrial Disability Retirement process with CalPERS.

To view the video of the meeting, please visit the Metro Fire Website or our YouTube channel:

<https://sacfire-px.specialdistrict.org/2026-07-23-board-meeting>

https://www.youtube.com/channel/UC9t-uKlc_oOUGNrmogdQ_QA

ADJOURNMENT

The meeting was adjourned at 9:57 p.m.

John Costa, Board President

Brian Rice, Secretary

Marni Rittburg, CMC
Board Clerk

BOARD RADAR REPORT*Monthly Update*

Updated CA Fire Assistance Agrmt Rates Interagency/Political	
Last Update 7/31/2026	POC DGA Macdonald
Status Complete	Radar Information
Summary Cal OES, FEMA, the CFAA Committee, and CA fire service leaders finalized updated CFAA reimbursement rates that reverse FEMA's prior 42% cut and reflect the true costs of emergency operations in CA. Metro Fire played a key leadership role in the statewide advocacy effort, helping to secure CA specific rates that strengthen mutual aid financial sustainability and proper reimbursement.	

PPGEMT Update Financial	
Last Update 7/20/2026	POC DGA Macdonald
Status Monitoring	Radar Information
Summary Metro Fire actively engages with state and federal partners on PPGEMT changes and advocates for policies that protect fire-based EMS reimbursement. We submitted comments to CMS urging the preservation of funding that reflects EMS costs and consideration of impacts on response, healthcare, safety, and public EMS sustainability.	

St. 67 Project Interagency/Political	
Last Update 8/1/2026	POC AA Castleberry
Status Active	Radar Information
Summary Request for Bids for the construction of Station 67 was issued on 7/17 to the District's Prequalified Bidders List. Bids are due 8/14. Civil permit is still pending approval.	

St. 23 Replacement Interagency/Political	
Last Update 8/1/2026	POC AA Castleberry
Status Active	Radar Information
Summary Application for design review was submitted to the City of Citrus Heights on 6/11 and accepted on 6/12. First round of comments was received from the City on 7/17. Resubmittal is planned for 8/14. Targeting a September Planning Commission review.	

St. 61 Replacement Interagency/Political	
Last Update 8/1/2026	POC AA Castleberry
Status Active	Radar Information
Summary Application for general plan amendment, specific plan amendment, tentative parcel map, and design review was submitted to the City of Rancho Cordova on 6/5 and accepted on 6/8. First round of comments was received from the City on 7/9. Resubmittal is planned for 8/14. Targeting a December Planning Commission review.	

St. 112 Replacement Interagency/Political	
Last Update 8/1/2026	POC AA Castleberry
Status Active	Radar Information
Summary Certificate of Compliance for Lot Merger was submitted to the County of Sacramento on 6/3 and recorded on 7/9. Application for conditional use permit and design review was submitted to the County of Sacramento on 6/5, and an application for special development permit was submitted on 7/28. The application was accepted on 8/4 and the first round of comments is expected from the County by 9/4.	

Radar Definitions

Information:

Discussion:

Future Action:

Awareness only- No action required from the Board

Discussion or feedback requested from the Board

Formal Board item is anticipated

BOARD RADAR REPORT*Monthly Update*

St. 42 New Build Interagency/Political	
Last Update	POC
8/1/2026	AA Castleberry
Status	Radar
Active	Information
Summary Application for design review was submitted to the County of Sacramento on 6/5. The application was accepted on 7/14, and the first round of comments is expected from the County by 8/17.	



ADAM A. HOUSE
Fire Chief

Sacramento Metropolitan Fire District

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

DATE: August 13, 2026

TO: Board of Directors

SUBJECT: Purchase Approval – Oracle Support from CherryRoad Technologies Inc.

TOPIC

Staff requests the Board of Directors' approval to purchase support and project hours from CherryRoad Technologies Inc. (CherryRoad), utilizing NASPO ValuePoint contract # AR2476. Additionally, staff seeks Board approval for the continued utilization of this contract for additional support over and above the current purchase.

BACKGROUND

The Information Technology Division uses CherryRoad as supplemental support for the District's Oracle Enterprise Resource Planning (ERP) application. The District currently contracts for 44 hours of support per month. During the remainder of the 26/27 fiscal year, additional monthly hours or project hours may be required on an ad hoc basis, which could increase the annual cost for these services above the threshold required for Board approval.

DISCUSSION

NASPO ValuePoint is the cooperative purchasing division of the National Association of State Procurement Officials (NASPO), facilitating cooperative public procurement solicitations using a Lead State Model™. NASPO aggregates the demand of all 50 states resulting in high-value, reliable, and competitively sourced cooperative contracts for government agency use.

On December 21, 2015, the State of Utah (Lead State) issued a Request for Proposals (RFP) in furtherance of the NASPO ValuePoint Cooperative Purchasing Program for services related to cloud solutions. Proposals were evaluated using a "best value" approach, and CherryRoad was awarded a contract as a result of this RFP. CherryRoad offers a 65% discount off of its Government List Price for Value Added Services under this contract.

Additionally, the State of California, Department of General Services (DGS) entered into a Participating Addendum under the NASPO ValuePoint Master Agreement. This participating addendum is available for use by California state agencies and local governments. The District has confirmed with NASPO ValuePoint and California DGS that the District is eligible to utilize this cooperative agreement.

FISCAL IMPACT

The current contract amount for this fiscal year support and special projects is \$149,040, which is included in the District's FY 2026/2027 Preliminary Budget A Fund. If additional hours are required, the cost may exceed \$149,040.

RECOMMENDATION

Staff recommends that the Board of Directors approve the purchase of Oracle ERP support and project hours from CherryRoad Technologies Inc., utilizing NASPO ValuePoint contract # AR2476, and authorize the continued use of this contract for future support and project hours purchases as needed during FY 2026/2027 until the contract expires or is terminated. Future purchases will be contingent upon the appropriation of funds in the FY 2026/2027 budget.

Submitted by:

Mathew Roseberry

Mathew Roseberry
Director of Technology

Approved by:



Joseph Fiorica (Aug 7, 2026 11:53:21 PDT)

Joseph Fiorica
Deputy Chief, Administration

Attachment 1: Cherry Road Annual Support
Attachment 2: Cherry Road Telestaff Project Quote
Attachment 3: Cherry Road CalPERS Project Quote



INVOICE

CherryRoad Technologies Inc

6 Upper Pond Road, 2nd Floor
Parsippany, NJ 07054

Bill To

Sacramento Metropolitan Fire District
10545 Armstrong Avenue
Suite 200 Mather, CA 95655

Date

08-06-2026

Invoice

2026-01413

For Billing Questions, please email ar@cherryroad.com

PO #	Contact	Memo
	AP - Sacramento Metropolitan Fire District	
Due Date	Amount	Description
09-05-2026	\$ 89,640.00	

Project	Quantity	Amount	Total
SMFD0001	12	\$ 7,470.00	\$ 89,640.00
Oracle Cloud Support - July 1, 2026 to June 30, 2027			

Total

\$ 89,640.00

Project Quote for SMFD Ticket AAAA-0003-6394

Please find below the details for the “Telestaff Absence Integration Project” with the breakdown of the estimated effort in hours, and the total amount as per the agreed contract rate:

Project Phase	Estimated Effort (Hours)	Hourly Rate (USD)	Total Amount (USD)
Design	30	180	5,400.00
Development	40	180	7,200.00
Unit Testing * <i>(We will need test scenarios and expected results from SMFD)</i>	30	180	5,400.00
Documentation and System Testing Support	30	180	5,400.00
Total	130		23,400.00

Project Quote for SMFD Ticket #RITM0063478

Please find below the details for the “CalPERS Payroll Integration Project” with the breakdown of the estimated effort in hours, and the total amount as per the agreed contract rate:

Project Phase	Estimated Effort (Hours)	Hourly Rate (USD)	Total Amount (USD)
Config	40	180	7,200.00
Design & Development	120	180	21,600.00
Unit and E2E Testing * <i>(* We will need test scenarios, expected results, and testing effort from SMFD)</i>	40	180	7,200.00
Total	200		36,000.00

Note: This quote is provided as a preliminary estimate and is subject to revision should the project scope be modified based on validation of the current requirements.



ADAM A. HOUSE
Fire Chief

Sacramento Metropolitan Fire District

10545 Armstrong Ave. Suite 200 • Mather, California 95655 • Phone (916) 859-4300 • Fax (916) 859-3720

DATE: August 13, 2026

TO: Board of Directors

SUBJECT: Purchase Approval – Tablet Command Licenses – Annual Renewal

TOPIC

Staff requests an exception to the formal solicitation process and approval from the Board of Directors (Board) for the purchase of Tablet Command Licenses – Annual Renewal from the Sacramento Regional Fire/EMS Communications Center.

BACKGROUND

Since 2022, the Sacramento Metropolitan Fire District (District) has utilized Tablet Command, a mobile, incident management tool that provides real-time data. In 2023, a regional decision was made to standardize the use of Tablet Command as it has shown to improve communications and coordination in mutual aid situations due to its ability to share information across the regional agencies in real-time. The Sacramento Regional Fire/EMS Communications Center (SRFECC) Board of Directors approved the recommendation to manage the regional Tablet Command contract for member fire agencies and invoice each agency for their respective use of the application.

DISCUSSION

Due to the gradual increase in the number of licenses needed by the District, the annual cost now exceeds \$100,000 and requires Board approval. Additionally, Tablet Command licenses can only be purchased directly from Tablet Command and are not available through resellers. Due to the standardization of this application across the region and since the application cannot be procured through other sellers, the District is requesting a request for an exception to the formal solicitation process.

FISCAL IMPACT

Funding for the Tablet Command Licenses was included in the FY 2026/2027 Preliminary Budget's A Fund.

Provider	Product	Cost
SRFECC	Tablet Command Licenses	\$113,225.45

Additionally, the District foresees tax-related cost increases due to new State of California legislation (Senate Bill 122) which expands the state's sales and use tax to cover certain software.

RECOMMENDATION

Staff recommends that the Board of Director's approve the request for the exception to the formal solicitation process and allow the District to purchase Tablet Command Licenses from the Sacramento Regional Fire/EMS Communications Center. This approval will be valid for future purchases over the next three years. Any future purchases will be contingent upon the Board approving the appropriation of funds for the applicable budget account.

Submitted by:

Mathew Roseberry

Mathew Roseberry,
Director of Information Technology

Approved by:

Joe Fiorica

Joseph Fiorica (Aug 7, 2026 11:44:34 PDT)

Joe Fiorica,
Deputy Chief of Administration

Attachment 1: Tablet Command invoice

Attachment 2: Request for Exception to Formal Solicitation Process and Disclosure Statement



Sacramento Metropolitan Fire District

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

Website: www.metrofire.ca.gov

PURCHASING: 3012 Gold Canal Dr. • Rancho Cordova, CA, 95670 • Phone (916) 859-4360 • Fax (916) 859-3729

REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS and DISCLOSURE STATEMENT

Purchase Description: Tablet Command Licesnes

Proposed Vendor: Sacramento Regional Fire/EMS Comm Center

Check One: ☐ Exception to Formal Solicitation Process ☒ Sole Source

(An exception to the formal solicitation process is when there are similar products/services available from other sources, but you have a strong justification to purchase a specific product/service from the proposed vendor. A sole-source is when there is no alternative product/service available.)

Estimated Total Cost: \$ 113,225.45

This form must accompany the vendor quote document whenever an exception to the formal solicitation process is requested. State and local laws subject the Sacramento Metropolitan Fire District to competitive bidding rules. Requests for goods and/or services from a specific vendor or that are limited to a specific brand, where substitutes to the recommended vendor or brand are not in the best interest of the District, must be accompanied by a written justification explaining the circumstances that make alternatives unacceptable. The employee signing the justification must disclose in writing whether or not they have a potential or actual conflict of interest. Metro Fire employees who have a business relationship with or financial or personal interest in the recommended vendor must disclose the conflict of interest. Any employee with an actual or potential conflict of interest may not participate in the purchase decision.

The Purchasing Agent and branch Deputy Chief will determine whether the justification is appropriate. Requests for exceptions to the formal solicitation process must be supported by factual statements that will pass an audit and must be submitted to the Board of Directors for final review and approval.

INSTRUCTIONS

Complete the above fields and all the following pages and sign in the appropriate places. If needed, attach all supporting documentation. Once completed, submit to Purchasing for review. This form shall be attached to your requisition after you have received approval from the Board of Directors.

REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS AND DISCLOSURE STATEMENT

1. Please check **all** applicable categories below and provide additional information where indicated.

- ☐ a. The requested product is an integral repair part or accessory compatible with existing equipment.

Existing Equipment:

Manufacturer/Model Number:

Age:

Current Estimated Value:

- ☐ b. The requested product has unique design/performance specifications or quality requirements that are not available in comparable products.
- ☒ c. I have standardized the requested product, and the use of another brand/model would require considerable time and funding to evaluate.
- ☐ d. The requested product is one in which I (and/or my staff) have specialized training and/or extensive expertise. Retraining would incur substantial cost in time and/or funding.
- ☐ e. The requested product is used or demonstration equipment available at a lower-than-new cost.
- ☐ f. Repair/Maintenance service is available only from the manufacturer or designated service representative.
- ☐ g. Upgrade to or enhancement of existing software is available only from the manufacturer.
- ☐ h. Service proposed by vendor is unique, therefore, competitive bids are not available or applicable.
- ☐ i. Other factors

2. Provide a detailed explanation and pertinent documentation for each category checked in Section 1 above. Attach additional sheets if necessary:

Since 2022, the Sacramento Metropolitan Fire District (District) has utilized Tablet Command, a mobile, incident management tool that provides real-time data. In 2023, a regional decision was made to standardize the use of Tablet Command as it has shown to improve communications and coordination in mutual aid situations due to its ability to share information across the regional agencies in real-time.

REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS AND DISCLOSURE STATEMENT

3. Was an evaluation of other equipment, products, or services performed?

☐ Yes

☒ No

If yes, please provide all supporting documentation.

4. List below the name of each individual who was involved in the evaluation, if conducted, and/or in making the recommendation to procure this product or service. Attach additional information if necessary. **Each individual must submit a completed and signed Disclosure Statement (attached).**

1. Mathew Roseberry

2.

3.

4.

I certify that the above information is accurate to the best of my knowledge, and a signed copy of this document will be kept on file and available for audit in my department.

Mathew Roseberry

Signature

Mathew Roseberry

Printed Name

IT Director

Budget Officer Title

08/04/2026

Date

Approval

I hereby certify that I fully agree with and support this request to waive the District's formal solicitation process requirements for the purchase listed in the enclosed documentation.

Joseph A. Fiorica

Joseph A. Fiorica (Aug 5, 2026 11:49:20 PDT)

Branch Deputy Chief Signature

Joe Fiorica

08/04/2026

Printed Name

/

Date

REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS AND DISCLOSURE STATEMENT



**DISCLOSURE STATEMENT TO ACCOMPANY
REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS**

When submitting a request for an exception to the formal solicitation process, each individual involved in evaluating and/or in making a recommendation to purchase the proposed good/service must complete, sign, and submit this Disclosure Statement. Filing an annual statement of economic interest does not exempt an employee from this requirement. Attach additional information if necessary.

Purchase Description: Tablet Command Licenses

Proposed Vendor: Sacramento Regional Fire/EMS Comm Center

1. Please list any income or gifts you received from this vendor during the past 12 months:
N/A
2. Please list any financial interests (stocks, shares, investments, etc.) you have in this vendor:
N/A
3. Do you have any other type of business or personal relationship with this vendor?
N/A
4. To the best of your knowledge, does any member of your departmental staff have a business or personal relationship with this vendor?
N/A
5. Do you or any of your near relatives have any financial or personal interest in this vendor? If yes, please describe.
N/A
6. Please provide any additional information you believe should be disclosed at this time:

N/A

I certify that the above information is accurate to the best of my knowledge, and a signed copy of this document will be kept on file and available for audit in my department.

Mathew Roseberry

Signature

Mathew Roseberry

Printed Name

IT Director

Title

08/04/2026

Date

Invoice	INV2123
Date	7/1/2026
Page	1

Sacramento Metro Fire District
10545 Armstrong Ave
Mather CA 95655

Sacramento Metro Fire District
10545 Armstrong Ave
Mather CA 95655

Purchase Order No.		Customer ID		Salesperson ID		Shipping Method		Payment Terms		Req Ship Date		Master No.	
		SAC1						Net 30		7/1/2026		0	
Ordered	Shipped	B/O	Item Number	Description							Unit Price	Ext. Price	
1	1	0	TABLET COMMAND	FY 2027 - PRO LIC, MNG, USER STAT, FIRE MAP, STAF							\$ 110,207.45	\$ 110,207.45	

Remit Payments To:
Sacramento Regional Fire
Columbia Bank
P.O. Box 886112
Los Angeles, CA 90088-6112

Subtotal	\$ 110,207.45
Misc	\$ 0.00
Tax	\$ 0.00
Freight	\$ 0.00
Trade Discount	\$ 0.00
Total	\$ 110,207.45



ADAM A. HOUSE
Fire Chief

Sacramento Metropolitan Fire District

10545 Armstrong Ave. Suite 200 • Mather, California 95655 • Phone (916) 859-4300 • Fax (916) 859-3720

DATE: August 13, 2026

TO: Board of Directors

SUBJECT: Purchase Approval - Purchase of Operative IQ Licenses – Annual
Renewal

TOPIC

Staff requests an exception to the formal solicitation process and approval from the Board of Directors (Board) for the purchase of the annual renewal of Operative IQ licenses from EMS Technology Solutions LLC dba Operative IQ.

BACKGROUND

Since 2014, the Sacramento Metropolitan Fire District (District) has utilized Operative IQ, a software platform tailored for public safety organizations to simplify and automate many day-to-day functions. The District's Logistics Division initially implemented Operative IQ for inventory and asset management purposes. Because of its ease of use, the District's use of Operative IQ gradually expanded to include narcotics tracking and more recently fleet parts and equipment management. The use of Radio-Frequency Identification (RFID) technology has also been enabled for efficient inventory tracking. Last year, the Information Technology Division began utilizing the Service Desk features for tech-support requests, and this year the Facilities Division intends to utilize Operative IQ for facility maintenance requests.

DISCUSSION

Due to the expansion of the Operative IQ applications used by the District,, the annual cost now exceeds \$100,000 and requires Board approval. Operative IQ is offering a 3-year agreement and will not increase the annual cost unless the District needs to increase the necessary number of licenses. Additionally, Operative IQ licenses can only be purchased directly from Operative IQ and are not available through resellers.

FISCAL IMPACT

Funding for the Operative IQ Licenses has been included in the 2026/2027 Preliminary Budget's A Fund.

Provider	Product	Annual Cost
Operative IQ	Software Licenses	\$106,384 (not inclusive of sales tax)

Any future increases in cost associated with the necessary increase in the number of licenses for a particular application will be contingent upon the Board approving the appropriation of funds for the applicable budget account. Additionally, the District foresees tax-related cost increases due to new State of California legislation (Senate Bill 122) which expands the state's sales and use tax to cover certain software.

RECOMMENDATION

Staff recommends that the Board of Director's approve the request for the exception to the formal solicitation process and allow the District to purchase Operative IQ Licenses – Annual Renewal from Operative IQ for the next three years.

Submitted by:

Mathew Roseberry

Mathew Roseberry,
Director of Information Technology

Approved by:

Joseph A. Fiorica

Joseph A. Fiorica (Aug 5, 2026 11:48:31 PDT)

Joe Fiorica,
Deputy Chief of Administration

Attachment 1: Operative IQ Invoice

Attachment 2: Request for Exception to Formal Solicitation Process and Disclosure Statement

EMS Technology Solutions, LLC
3781 Tramore Pointe Parkway
Austell GA 30106
United States

INVOICE



Invoice #: INV5728

Date: 7/1/2026

Amount Due: \$106,384.00

Bill To

Sacramento Metro Fire District
10545 Armstrong Avenue Suite 200
Mather CA 95655-4102
United States

Ship To

Sacramento Metro Fire
District
10545 Armstrong
Avenue Suite 200
Mather CA 95655-4102
United States

Due Date	Terms	Sales Contact	External Ref No	PO
8/15/2026	Net 45	Zachary Golden		

Item	Description	Billing	Period	Qty	Rate	Amount
IQ10631	License - Inventory and Asset Management Enterprise 500 (Max 500 Units)	7/1/2026	7/1/2027	1	66000.00	\$66,000.00
IQ10006	Fleet Management Enterprise License	7/1/2026	7/1/2027	1	8640.00	\$8,640.00
IQ10983	License - Facility Management - Enterprise 60 (Max 60 Facilities)	7/1/2026	7/1/2027	1	20160.00	\$20,160.00
IQ10720	License - Service Desk Enterprise 20 (Max 20 Departments)	7/1/2026	7/1/2027	1	3840.00	\$3,840.00
IQ10092	License - Narcotics Tracking Safe (Per Safe)	7/1/2026	7/1/2027	1	3000.00	\$3,000.00
IQ10102	License - Narcotics Tracking License - Additional Safe	7/1/2026	7/1/2027	1	144.00	\$144.00
IQ10621	License - RFID Annual Data Service and Support (Max 25 Readers)	7/1/2026	7/1/2027	1	1800.00	\$1,800.00
IQ10183	License - Sandbox Environment	7/1/2026	7/1/2027	1	1800.00	\$1,800.00
IQ10393	IT Professional Services - Systems Integration Annual Maintenance	7/1/2026	7/1/2027	1	1000.00	\$1,000.00

Subtotal: \$106,384.00

Sales Tax: \$0.00

Total: \$106,384.00

Payments: \$0.00

Amount Due: \$106,384.00

Memo

Notes

PAY NOW Pay this invoice instantly

PAYMENT PORTAL View/pay multiple invoices in the Payment Portal

Sales Contact Details: Zachary Golden, Email: zachary@operativeiq.com, Phone: +17705278889
If you have any questions about this invoice, feel free to email us at accounting@operativeiq.com or call 877-217-3707 ext. 3.
Credit Card Payments Are Subject To A 3% surcharge.
Past Due Invoices Are Subject To 1.5% Monthly Late Fee.



Sacramento Metropolitan Fire District

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

Website: www.metrofire.ca.gov

PURCHASING: 3012 Gold Canal Dr. • Rancho Cordova, CA, 95670 • Phone (916) 859-4360 • Fax (916) 859-3729

REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS and DISCLOSURE STATEMENT

Purchase Description: Operative IQ Annual Licesnes

Proposed Vendor: EMS Technologies

Check One: ☐ Exception to Formal Solicitation Process ☒ Sole Source

(An exception to the formal solicitation process is when there are similar products/services available from other sources, but you have a strong justification to purchase a specific product/service from the proposed vendor. A sole-source is when there is no alternative product/service available.)

Estimated Total Cost: \$ 106,384

This form must accompany the vendor quote document whenever an exception to the formal solicitation process is requested. State and local laws subject the Sacramento Metropolitan Fire District to competitive bidding rules. Requests for goods and/or services from a specific vendor or that are limited to a specific brand, where substitutes to the recommended vendor or brand are not in the best interest of the District, must be accompanied by a written justification explaining the circumstances that make alternatives unacceptable. The employee signing the justification must disclose in writing whether or not they have a potential or actual conflict of interest. Metro Fire employees who have a business relationship with or financial or personal interest in the recommended vendor must disclose the conflict of interest. Any employee with an actual or potential conflict of interest may not participate in the purchase decision.

The Purchasing Agent and branch Deputy Chief will determine whether the justification is appropriate. Requests for exceptions to the formal solicitation process must be supported by factual statements that will pass an audit and must be submitted to the Board of Directors for final review and approval.

INSTRUCTIONS

Complete the above fields and all the following pages and sign in the appropriate places. If needed, attach all supporting documentation. Once completed, submit to Purchasing for review. This form shall be attached to your requisition after you have received approval from the Board of Directors.

REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS AND DISCLOSURE STATEMENT

1. Please check **all** applicable categories below and provide additional information where indicated.

- ☐ a. The requested product is an integral repair part or accessory compatible with existing equipment.

Existing Equipment:

Manufacturer/Model Number:

Age:

Current Estimated Value:

- ☐ b. The requested product has unique design/performance specifications or quality requirements that are not available in comparable products.
- ☒ c. I have standardized the requested product, and the use of another brand/model would require considerable time and funding to evaluate.
- ☐ d. The requested product is one in which I (and/or my staff) have specialized training and/or extensive expertise. Retraining would incur substantial cost in time and/or funding.
- ☐ e. The requested product is used or demonstration equipment available at a lower-than-new cost.
- ☐ f. Repair/Maintenance service is available only from the manufacturer or designated service representative.
- ☐ g. Upgrade to or enhancement of existing software is available only from the manufacturer.
- ☐ h. Service proposed by vendor is unique, therefore, competitive bids are not available or applicable.
- ☐ i. Other factors

2. Provide a detailed explanation and pertinent documentation for each category checked in Section 1 above. Attach additional sheets if necessary:

The District started using Operative IQ back in 2014 and has added capabilities to enhance the product for the last 12 years.

REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS AND DISCLOSURE STATEMENT

3. Was an evaluation of other equipment, products, or services performed?

☐

Yes

☒

No

If yes, please provide all supporting documentation.

4. List below the name of each individual who was involved in the evaluation, if conducted, and/or in making the recommendation to procure this product or service. Attach additional information if necessary. **Each individual must submit a completed and signed Disclosure Statement (attached).**

1. Mark Siebert

2.

3.

4.

I certify that the above information is accurate to the best of my knowledge, and a signed copy of this document will be kept on file and available for audit in my department.

Mathew Roseberry

Signature

Mathew Roseberry

Printed Name

IT Director

Budget Officer Title

8/3/2026

Date

Approval

I hereby certify that I fully agree with and support this request to waive the District's formal solicitation process requirements for the purchase listed in the enclosed documentation.


Joseph A. Fiorica (Aug 6, 2026 09:39:02 PDT)

Branch Deputy Chief Signature

Joe Fiorica

Printed Name

/

Date



**DISCLOSURE STATEMENT TO ACCOMPANY
REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS**

When submitting a request for an exception to the formal solicitation process, each individual involved in evaluating and/or in making a recommendation to purchase the proposed good/service must complete, sign, and submit this Disclosure Statement. Filing an annual statement of economic interest does not exempt an employee from this requirement. Attach additional information if necessary.

Purchase Description: Operative IQ Annual Licesnes

Proposed Vendor: EMS Technologies

1. Please list any income or gifts you received from this vendor during the past 12 months:
None
2. Please list any financial interests (stocks, shares, investments, etc.) you have in this vendor:
None
3. Do you have any other type of business or personal relationship with this vendor?
No
4. To the best of your knowledge, does any member of your departmental staff have a business or personal relationship with this vendor?
No
5. Do you or any of your near relatives have any financial or personal interest in this vendor? If yes, please describe.
No
6. Please provide any additional information you believe should be disclosed at this time:
None

I certify that the above information is accurate to the best of my knowledge, and a signed copy of this document will be kept on file and available for audit in my department.

Mathew Roseberry

Signature

Mathew Roseberry

Printed Name

IT Director

Title

8/3/2026

Date



**DISCLOSURE STATEMENT TO ACCOMPANY
REQUEST FOR EXCEPTION TO FORMAL SOLICITATION PROCESS**

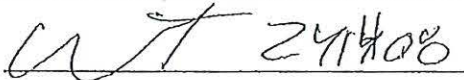
When submitting a request for an exception to the formal solicitation process, each individual involved in evaluating and/or in making a recommendation to purchase the proposed good/service must complete, sign, and submit this Disclosure Statement. Filing an annual statement of economic interest does not exempt an employee from this requirement. Attach additional information if necessary.

Purchase Description: Inventory Program

Proposed Vendor: Operative IQ

1. Please list any income or gifts you received from this vendor during the past 12 months:
N/A
2. Please list any financial interests (stocks, shares, investments, etc.) you have in this vendor:
N/A
3. Do you have any other type of business or personal relationship with this vendor?
N/A
4. To the best of your knowledge, does any member of your departmental staff have a business or personal relationship with this vendor?
No
5. Do you or any of your near relatives have any financial or personal interest in this vendor? If yes, please describe.
No
6. Please provide any additional information you believe should be disclosed at this time:

I certify that the above information is accurate to the best of my knowledge, and a signed copy of this document will be kept on file and available for audit in my department.



Signature

Mark Siebert

Printed Name

Logistics Manager

Title

8/3/26

Date



ADAM A. HOUSE
Fire Chief

Sacramento Metropolitan Fire District

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

DATE: August 13, 2026
TO: Board of Directors
SUBJECT: Approval of the Metro Fire 2026-2031 Strategic Plan

TOPIC

Adopt a resolution approving the Metro Fire 2026–2031 Strategic Plan.

BACKGROUND

In December 2025, the Board of Directors conducted a strategic planning workshop to initiate development of a new five-year strategic plan. During this workshop, the Board approved a new five-step process for developing the strategic plan and its associated strategic goals. This process is outlined in the Board-Led Development Process and establishes a structured, iterative approach for strategy creation, review, and refinement.

Staff has completed development of the draft 2026–2031 Strategic Plan in alignment with the Board-approved process. Staff now seeks Board review and approval of the plan, affirming that the document reflects the Board's intent, direction, and priorities established during the December 2025 workshop.

DISCUSSION

The Metro Fire 2026–2031 Strategic Plan is intended to serve as a living document—one that evolves as conditions, priorities, and organizational needs change. The plan establishes long-term strategic direction for the District while allowing flexibility for refinement as strategies mature.

Consistent with the Board's new five-step development process, Step 5 requires staff to bring developed strategies to the Board for approval. The strategic plan presented today represents the culmination of Steps 1–4: establishing goals, defining intent, gathering input, and drafting the plan. With concurrence from the Board's Executive Committee, staff will continue to develop detailed strategies for each goal area. It will bring them forward for Board approval as they are vetted and finalized.

Approval of the strategic plan at this stage affirms that the document meets the Board's intent and provides the foundation for ongoing strategy development and implementation.

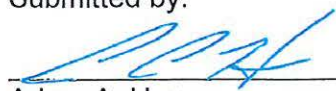
FISCAL IMPACT

The fiscal impact will be evaluated when Board strategies and tactics are implemented, subject to Board approval.

RECOMMENDATION

Staff recommends that the Board approve the attached resolution affirming that the 2026–2031 Metro Fire Strategic Plan meets the Board's intent as directed.

Submitted by:



Adam A. House
Fire Chief



Jeff Frye
Chief Development Officer

ATTACHMENT:

Attachment 1: Metro Fire Strategic Plan 2026-2031

Attachment 2: Resolution Approving the 2026-2031 Metro Fire Strategic Plan

METRO FIRE STRATEGIC PLAN

2026-2031

DRAFT



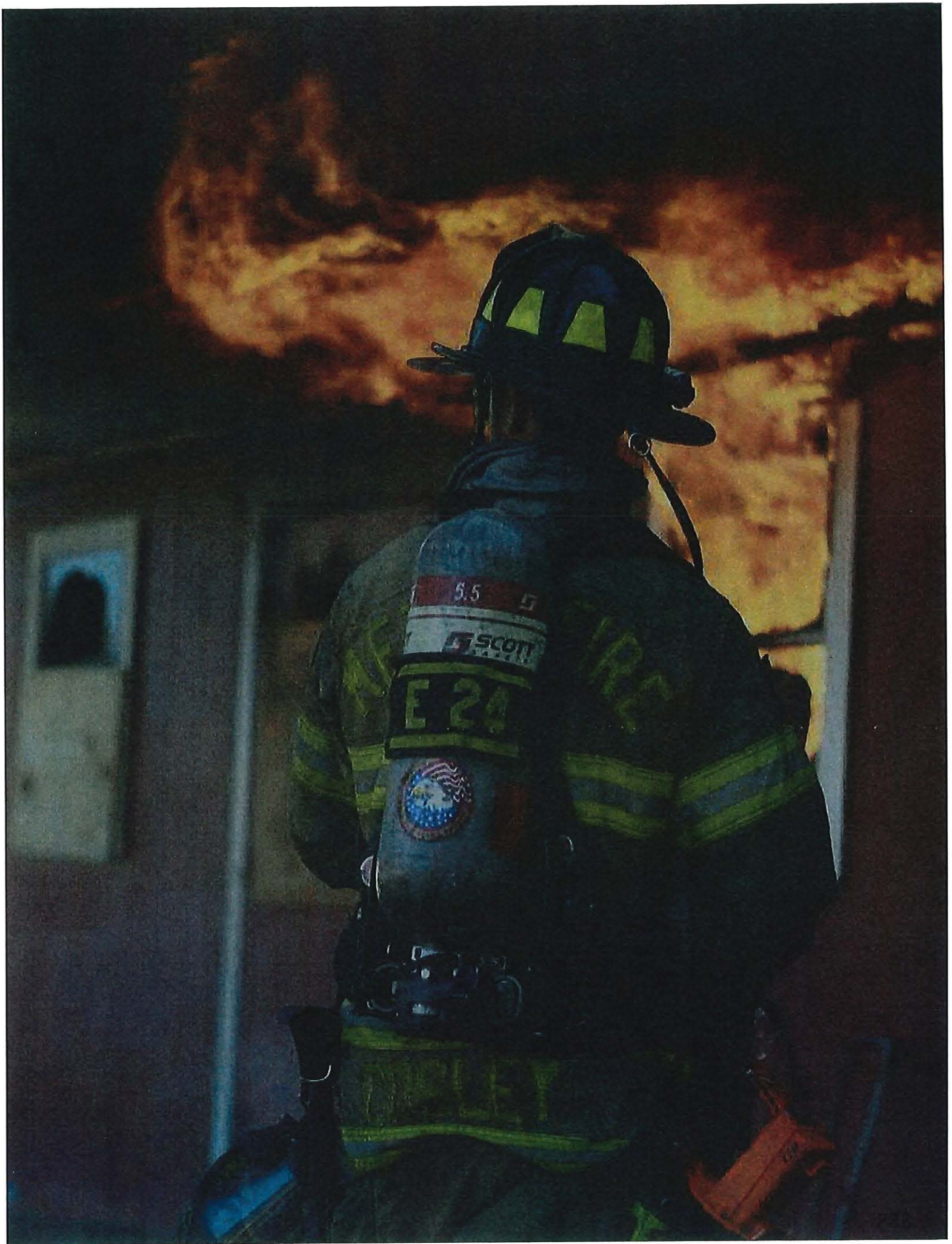


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A full-page background image showing a firefighter in full gear battling a large fire in a residential house. Thick black smoke billows from the burning structure, partially obscuring the sky. The firefighter is positioned on the right side of the frame, using a hose to spray water onto the flames. The scene is set in a suburban neighborhood with trees and a lawn visible. The overall tone is dramatic and urgent.

STRATEGIC PLAN 2026-2031
INTRODUCTION

MESSAGE FROM THE FIRE CHIEF



COMMAND STAFF

Fire Chief Adam A. House

Deputy Chiefs

Joseph Fiorica Administration

Tyler Wagaman Operations

*Adam Mitchell Support & Emergency
Medical Services*

Chief Development Officer

Jeffrey Frye

Chief Financial Officer

Dave O'Toole

Chief Human Resources Officer

Melisa Maddux

Assistant Chiefs

Ross Carollo A Shift

Michael Johnson B Shift

Joe Aldrich C Shift

Jon Rudnicki EMS

Chris Greene Training

Amy Nygren Fire Marshal

Tony Peck Wellness, Health & Safety

Parker Willbourn Comms Center

It is my honor to present our Strategic Plan, which reflects our commitment to the people who make this organization strong and the community we serve. Developed in close collaboration with our Board of Directors, this plan sets a clear path forward to strengthen operations, support our personnel, and enhance public safety.

Our top priority is taking care of our people. The health, safety, and professional growth of every team member is essential to maintaining a resilient and effective organization. By fostering a supportive and inclusive environment, we ensure our personnel are empowered to perform at their best.

We are equally committed to responsible fiscal stewardship and innovative service delivery. This plan guides us in making thoughtful financial decisions, modernizing operations, and embracing new approaches that improve efficiency, readiness, and the quality of service for our community.

Finally, communication and collaboration remain central to our success. Strengthening dialogue within the department, with our Board, and across the community builds trust, transparency, and partnerships that allow us to achieve our shared goals. I am proud to serve alongside our dedicated team and confident this plan will guide us forward with purpose and accountability.

Sincerely,

Adam A. House
Fire Chief

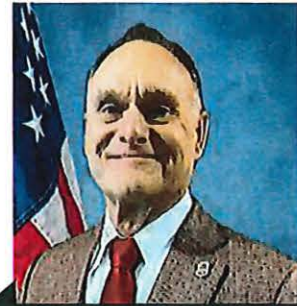
METRO FIRE BOARD OF DIRECTORS



John Costa
Division 9 | President



Robert Webber
Division 3 | Vice President



Brian Rice
Division 7 | Secretary



Cinthia Saylors
Division 1



Grant B. Goold
Division 2



Ted Wood
Division 4



Shawn Stark
Division 5



D'Elman Clark
Division 6



Gay Jones
Division 8

Proudly Serving the Communities of

Antelope
Arden/Arcade
Carmichael
Citrus Heights
Elverta
Fair Oaks
Florin
Foothill Farms

Gold River
Mather
McClellan
North Highlands
Orangevale
Rancho Cordova
Rancho Murieta
Rlo Linda

ABOUT METRO FIRE

The Sacramento Metropolitan Fire District (Metro Fire) was established on December 1, 2000, through the merger of the American River and Sacramento County Fire Protection Districts, consolidating 16 predecessor agencies into a unified organization. Governance is provided by a nine-member Board of Directors, each elected by residents of one of the nine geographical divisions within the District, ensuring accountability and alignment with community priorities.

As the largest fire agency in Sacramento County and one of the largest in California, Metro Fire delivers comprehensive fire protection, emergency medical services, and public safety programs across 359 square miles, serving over 720,000 residents. The District's jurisdiction includes the cities of Citrus Heights and Rancho Cordova, most unincorporated areas of Sacramento County, and portions of Placer County.

Metro Fire's mission extends beyond emergency response. Through a combination of fire suppression, medical services, hazard mitigation, and community outreach initiatives, the District proactively enhances public safety, strengthens community resilience, and supports the well-being of all residents within its service area.

The District has 780 authorized positions, including safety, prevention, and support personnel, to provide all-risk suppression and emergency medical services from 41 stations and 36 frontline apparatus. In 2025, Metro Fire responded to 95,302 emergency calls within its jurisdiction, of which 84% were for medical aid. Additionally, the District is routinely deployed to local, state, and federal emergencies, with 15 state deployments and three national in 2025.

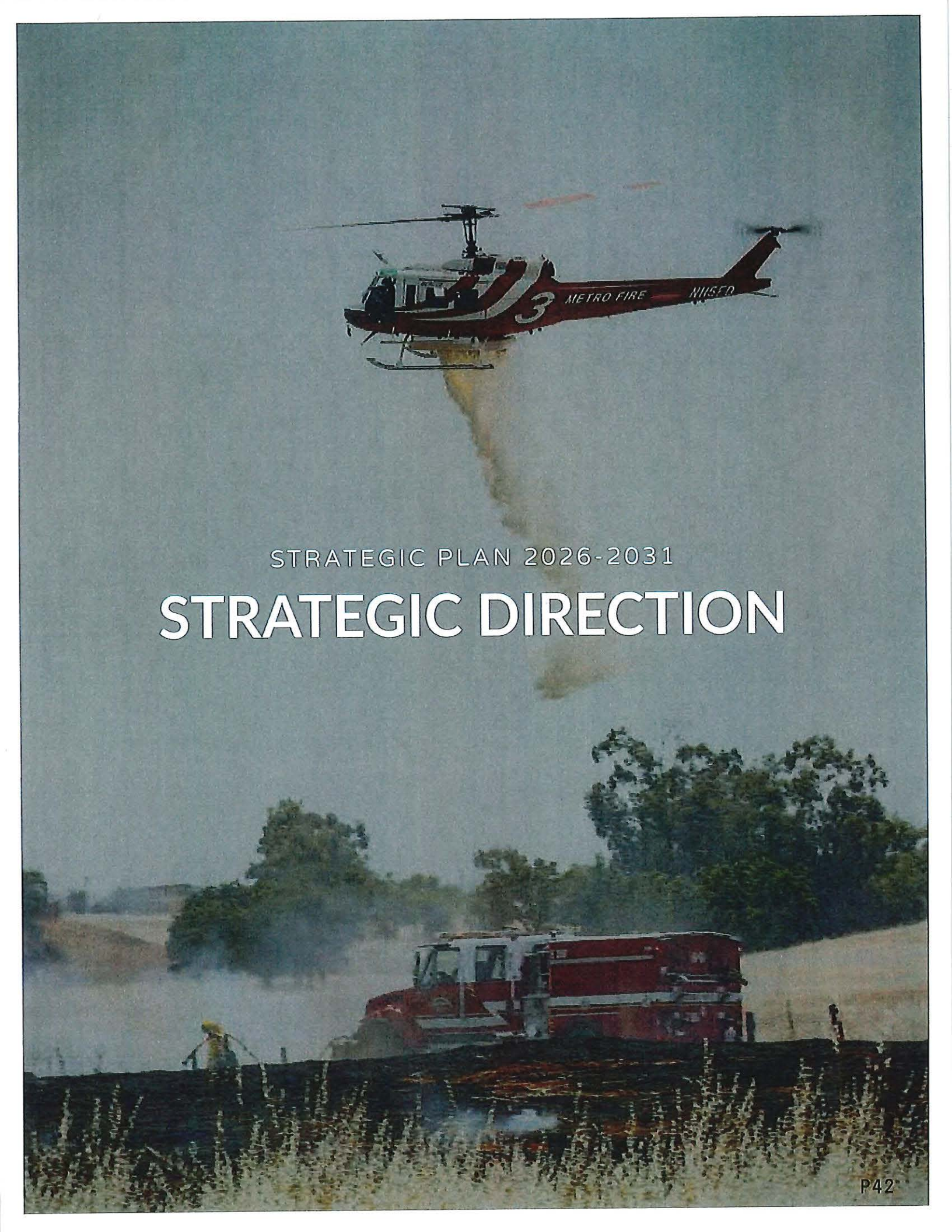
Routine and emergency operations are managed by five battalion chiefs, with oversight provided by an assistant chief assigned to a 24-hour shift. Metro Fire comprises the Office of the Fire Chief and three branches: Operations, Administration, and Support & Emergency Medical Services.

Operations includes Suppression, Wellness, Health & Safety, Staffing, and RMS/NERIS.

The Administration Branch consists of Finance, Human Resources, IT & Communications, Training, Special Operations, and Air Operations.

Support and Emergency Medical Services oversees Community Relations, Community Risk Reduction, Fire Investigations, Emergency Medical Services, Mobile Integrated Health, Facilities, Fleet, Logistics, and Planning & Development/Government Affairs.





STRATEGIC PLAN 2026-2031

STRATEGIC DIRECTION

MISSION & VISION

OUR PURPOSE & OUR FUTURE

MISSION

To provide professional and compassionate protection, education, and service to our community.

The mission statement serves as a guiding compass for Metro Fire, clarifying its core purpose and priorities. In strategic planning, it anchors all decisions and initiatives, ensuring that actions taken align with the organization's fundamental values and objectives. By articulating what the District stands for, the mission statement provides clarity for employees, stakeholders, and the community, helping to shape goals and measure progress throughout the strategic plan.

VISION

RESPECTING THOSE WHO CAME BEFORE

Forged from a long line of tradition, we are Metro Fire—working together to serve our community with honor, integrity, and selfless devotion to duty.

WITH AN EYE TO THE FUTURE

To be the trusted partner and innovative leader delivering the highest level of all-risk service to our community.

A vision statement serves as an aspirational description of what the organization hopes to achieve in the future. It provides a clear picture of the desired long-term outcomes and inspires stakeholders by outlining a shared goal. In strategic planning, the vision statement is important because it guides decision-making, motivates employees, and aligns resources to fulfill the organization's future objectives. It acts as a source of inspiration and direction, ensuring all efforts are focused on achieving the highest standards of service and leadership.

During the 2026 board strategic planning workshop, the consultant observed that Metro Fire's previous vision statement, "forged from a long line of tradition, we are Metro Fire—working together to serve our community with honor, integrity and selfless devotion to duty," did not align with conventional standards for vision statements, which are typically aspirational and forward-looking. The newly crafted vision statement was designed to inspire progress and innovation, yet the District recognizes that history, culture, and tradition remain vital to the fire service. Therefore, Metro Fire aims to blend the aspirational qualities of the new vision with the deep-rooted values reflected in the former statement, ensuring both forward momentum and respect for tradition are integral to its organizational identity.

VALUES

OUR PRINCIPLES

DEVOTION TO DUTY

At Metro Fire, we recognize that we are an important part of something bigger than ourselves. Many of us have taken an oath to protect and safeguard the citizens of our communities despite the dangers and risks involved. Each of us has a duty to do our part to create a positive outcome for our community and the district. We each accept our role in the success of the District, and our customers know they can depend on us to be reliable and trustworthy.

Our behavior and the way we provide services have a direct correlation to the public's respect for and support of our district. We take a proactive, forward-leaning posture, demonstrating the initiative to address issues when we first see them. Accepting responsibility for the greater good and providing our services with unwavering compassion—these are at the core of what we do in our devotion to duty.

INTEGRITY

We adhere to a rigorous code of conduct built on honesty, courage, and accountability. We keep our word and count on each other to do what we say we will do as we said we would do it. We maintain integrity in relationships—with fellow members, the union, the public, our board of directors, and stakeholders—seeking understanding through clear communication and promoting goodwill through openness and transparency.

Accountable for our decisions and actions, we demonstrate the courage to own mistakes and use them to improve next time for the common good of Metro Fire and those it serves. We bring empathy and compassion to our work, being mindful of the human dimension required to be nice as we protect and serve our neighbors. We do our best to walk our talk in all we do.

PROFESSIONALISM

Setting the bar high, we take pride in being the best of the best as we fulfill our duty to serve. When we put on the uniform or take up our position, each of us proudly embodies the values and ideals of Metro Fire.

We step up to set the example. We act in the best interest of the public, providing responsible leadership, capable operations, and transparent management. We are well-trained and proficient in the practical tools and knowledge required in our respective positions. We hone our decision-making skills so that we are adaptable and flexible in the face of the inevitable changes in our work environment. We take concrete steps to build our reputation as the *pros who do things right*.

TEAMWORK

We are the driving force of the organization, and our strength comes from the ability to work together as a cohesive team. The way we interact with each other reflects the overall health of Metro Fire and our ability to deliver services to internal and external customers.

To this end, we intentionally build trust with one another: showing respect, demonstrating self-discipline both on- and off-duty, listening and providing emotional support, challenging team dysfunction, and generally looking out for our teammates' well-being. In order to best serve the public, we first must take care of each other and ourselves.

OPERATING ENVIRONMENT ASSESSMENT



PURPOSE OF THIS SECTION

A credible set of strategies must be based on an honest and clear-eyed assessment of the external and internal operating environment and the forces affecting Metro Fire today and expected over the planning horizon (the next five years). This assessment draws upon the Board's December 2025 strategic planning workshop, stakeholder interviews conducted during the planning process, the District's 2024 Standard of Cover, Capital Improvement Plan, and Annual Comprehensive Financial Report (FY2023–24), and an independent review conducted by the District's strategic planning consultants (ICS Consulting) based on a review of Metro Fire materials, interviews, and independent research.



THE EXTERNAL ENVIRONMENT

The forces acting on the District from outside its organizational boundaries are significant, compounding, and in several cases accelerating simultaneously — arriving not in sequence but all at once. This is the defining characteristic of a VUCA operating environment (volatile, uncertain, complex, and ambiguous) — a concept developed by the U.S. Army War College to describe conditions that challenge rigid hierarchies, long planning cycles, and ineffective communication, and reward organizations that are adaptive, fast-communicating, and resilient. The external forces below compound each other, and their combined effects are what the new Strat Plan must be built to withstand.

Service demand is growing faster than infrastructure. The Sacramento Region continues to experience population growth, infill development, and urban densification across Metro Fire's 359-square-mile service area, which now encompasses approximately 770,000 residents.¹ Over the past decade, medical emergency calls have increased by approximately 30% and fire calls by approximately 40%, while four out of ten medical calls now experience response times exceeding 20 minutes.² This growth is not matched by a proportional expansion of station coverage, unit hours, or apparatus capacity. Response time performance — a core measure of public safety effectiveness — is under structural pressure that cannot be resolved through operational efficiency alone. New stations, repositioned resources, and long-lead capital investments are required. Regional, state and national demands also put a strain on Metro Fire service capacity, particularly as a large, all-risk agency. Regional mutual and auto-aid agreements consistently have Metro Fire sending more resources out than it receives. At the state level, continued wildfire risk and other disasters continued to strain the Mutual Aid system. Metro Fire resources are also deployed outside of California, requiring backfill.

The call type mix is shifting in ways that strain traditional models. Emergency medical calls, behavioral health incidents, and non-fire all-hazards events now constitute the dominant share of Metro Fire's call volume. The District has begun responding to this shift — the Mobile Integrated Health program, telehealth capability, and the Mobile Mental Health Partnership are making headway — but sustainable funding for these programs remains a challenge, and the workforce preparation, staffing models, and interagency coordination infrastructure to support them at scale are still developing. The fire service model that Metro Fire was built on originally is increasingly out of step with what Metro Fire does every day, and all signs point to this change intensifying over time.

The fiscal environment is tightening. Metro Fire enters this next planning cycle with flat revenue growth anticipated over the near term. Property tax revenue, the District's primary funding base, is sensitive to broader economic conditions and to the assessed value trajectory of the region. There is a qualified positive on the fiscal ledger: Metro Fire is on track to fully retire its pension bond debt in FY2025-26, a milestone that will free up debt service capacity for other priorities.³ However, this does not resolve the broader fiscal constraint. *Measure O* represents a substantial and important capital investment commitment, but as a general obligation bond, its monies are restricted to capital purposes and cannot be used to fund operations, overtime reduction, or workforce investment. It does not address the District's operating cost pressures. California's broader fiscal environment — the CalPERS safety plan funded at 63.8% as of June 30, 2024, and the ongoing cost structures of public safety labor agreements — creates a ceiling effect on the District's financial flexibility that will persist over the next five years (2026-2031).³

Labor markets for sworn and professional staff remain competitive. Recruiting and retaining qualified firefighters, paramedics, and administrative professionals in the Sacramento region is not a Metro Fire-specific challenge, but competing agencies are improving compensation packages, and a national pipeline of sworn personnel has not kept pace with retirement rates and attrition, creating chronic pressure on Metro Fire's workforce depth. Diversity hiring goals, which the Board has identified as a priority, add a further dimension of complexity to recruitment that requires intentional, sustained investment in pipeline development, not just point-in-time hiring campaigns.

Mental health and behavioral health costs and responsibility are shifting toward fire. Across California, the contraction of community-based mental health infrastructure, combined with the limitations of law enforcement response to behavioral crises, has transferred a growing share of mental health incident response to fire and EMS. This is not a trend Metro Fire can opt out of. It is a structural change in the public safety ecosystem that will continue to shape call volume, workforce wellness demands, and interagency coordination requirements. The question is not whether Metro Fire will absorb this responsibility — it already is — but whether it can resource and structure it effectively without exhausting its workforce through unmanaged demand growth.

External policy and regulatory pressures are evolving. Changes to CAL FIRE coordination agreements, CalOES reimbursements, state EMS regulatory frameworks, local LEMSA credentialing requirements, and federal funding program eligibility criteria all create compliance and adaptation demands on the District that consume planning capacity and may require operational adjustments. The District must maintain situational awareness across this landscape while executing a multi-year internal improvement agenda — a dual burden that requires administrative capacity the organization has not historically built at scale.



INTERNAL CONDITIONS

Metro Fire's foundational strengths are real and significant. The District's scale — its regional footprint, highly qualified and experienced personnel, depth of specialized capability, special operations teams, and fulltime fire investigation function — gives it a structural capacity advantage that smaller agencies in the region cannot match. Its 2024 Standard of Cover is an evidence-driven, analytically rigorous document that provides leadership with an honest picture of service delivery performance and a defensible basis for difficult resource allocation decisions.⁵ The District's governance structure is clear, its command structure is effective, and its external reputation with partner jurisdictions, the broader fire service community, and the public is strong.

OPERATING ENVIRONMENT ASSESSMENT, CONTINUED

Measure O, approved by voters on November 5, 2024 with 68.12% in favor — clearing the two-thirds supermajority threshold required for general obligation bonds — represents a strong voter vote of confidence in Metro Fire and a substantial capital resource. Together, these strengths put Metro Fire in a strong position to navigate the VUCA environment ahead.

However, the organization faces several persistent structural challenges that will not resolve themselves without deliberate strategic attention.

A capital deficit gap. The District's Capital Improvement Plan identifies approximately \$181 million in deferred maintenance and capital backlog.⁶ Fleet replacement, facility condition, and technology modernization all draw from a CIP pipeline that has limited slack. Every dollar committed to catching up on deferred maintenance is a dollar unavailable for innovation, expansion, or workforce investment. Measure O will address a significant portion of this backlog, but capital deployment takes years, and the operational gap continues to accumulate in the interim. This constraint will shape every strategic choice the District makes between now and 2031.

A structural overtime and staffing cost problem. Like many agencies, Metro Fire's operational model is heavily dependent on overtime to maintain minimum staffing levels. This is a symptom of a staffing model whose authorized positions, actual filled positions, and operational minimums are not in alignment. Overtime dependence drives labor costs upward, contributes to workforce fatigue, elevates workers' compensation and leave usage, and creates a chronic cycle of exhaustion that undermines retention and morale. Without a deliberate, structured plan to reduce overtime dependence, not merely manage its cost, the District will continue to fatigue its workforce from within, regardless of what compensation packages or wellness programs it puts in place.

A cultural and organizational cohesion challenge. The SWOT process surfaced what Board members, staff, and labor representatives all recognize in different language: Metro Fire continues to struggle to align its station-level culture and communication practices with enterprise-level expectations. Internal communications are siloed, with limited grassroots engagement and inadequate modern communication infrastructure. Having been identified as a priority issue, the management team has begun to make practice changes, but more work lies ahead.

An integrated planning and governance gap. Metro Fire has not historically operated with a formalized, structured strategic planning process. Prior planning cycles produced documents that did not generate the accountability, implementation follow-through, or organizational alignment the Board expected. The December 2025 workshop itself called out the need for a new approach. This plan's strategy section addresses that gap directly, but the framework is only as strong as the organizational discipline and staff capacity that sustain it. Building an enterprise-wide planning culture — one in which goals are tracked, strategies are owned, and results are honestly reported — is itself a strategic objective.

A succession and leadership continuity risk that is not yet systematically managed. The District's pipeline for developing mid-level managers into future executive leaders has not kept pace with the scale and complexity Metro Fire has reached, nor with the turnover. When experienced personnel leave the institutional knowledge, relational capital, and operational judgment they carry is not quick or easy to replace. Succession planning is viewed as both a weakness and a threat in the Board's own assessment.



THE CRUX: WHAT THIS PLAN MUST SOLVE

Taken together, the external forces and internal conditions described above converge on a central strategic challenge that the new Strategic Plan must confront:

Metro Fire is a high-capacity, high-reputation organization operating under uncertain and complex conditions of simultaneous demand growth and internal structural strain. Continued success depends upon strengthening internal foundations like improved communications and rapid planning and decision-making while building the organizational capacity to meet a fundamentally different service and risk environment over the next five years.

This is not a single problem. It is an intersection of problems that compound each other. Fiscal constraint limits the capital investment needed to meet demand growth; high overtime drives workforce fatigue and discontent which undermines the labor-management cooperation needed to implement change; and the absence of a strong planning culture means prior attempts to break these cycles have not held. Each problem makes the others harder to solve.

The strategic goals that follow from this diagnosis directly address these challenges and put in place practices to ensure regular accountability and follow-through.

Sources:

¹ Sacramento Metropolitan Fire District, Annual Comprehensive Financial Report (ACFR), Fiscal Year Ended June 30, 2024. Service area: 359 square miles; population served: approximately 770,000.

² Sacramento Metropolitan Fire District, Measure O Voter Information Materials and FAQ (2024). Call volume figures: medical emergency calls up approximately 30%, fire calls up approximately 40% over the prior decade; 40% of medical calls with response times exceeding 20 minutes.

³ Sacramento Metropolitan Fire District, ACFR FY2023–24. CalPERS safety plan funded at 63.8% as of June 30, 2024; pension bond debt expected to be fully retired in FY2025–26.

⁴ Sacramento Metropolitan Fire District, Labor Agreements page (metrofire.ca.gov). Local 522 MOU extended via side letter through June 30, 2026.

⁵ Sacramento Metropolitan Fire District, 2024 Standards of Cover (completed 2024; referenced on metrofire.ca.gov homepage).

⁶ Sacramento Metropolitan Fire District, Capital Improvement Plan (CIP), as referenced in ICS Consulting SWOT Assessment, April 2026. Deferred maintenance and capital backlog: approximately \$181 million.

This section was developed in May 2026 and reflects conditions as of the 2025–2026 planning cycle. It should be revisited and updated at each planning cycle's outset as the environmental scan is refreshed.

STRENGTHENING STRATEGIC DIRECTION

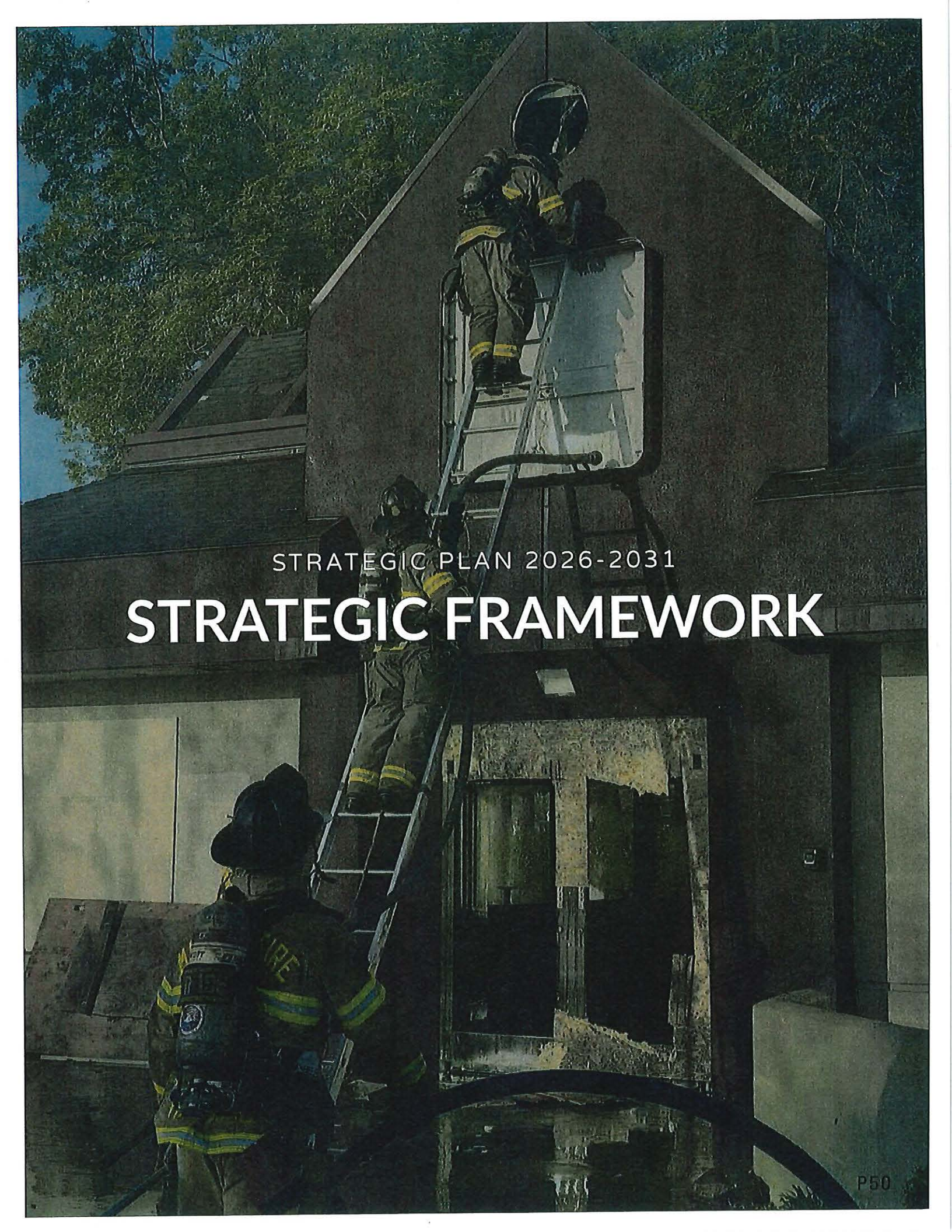
Strategic planning is a foundational process that ensures Metro Fire remains forward-focused, adaptable, and aligned with the needs of the community it serves. For future leaders and employees of Metro Fire, this plan provides a roadmap for the organization's priorities and direction over the next five years. Through clear goals, thoughtful initiatives, and ongoing evaluation, strategic planning supports the District's mission of providing professional and compassionate service. It also reinforces a culture of accountability, innovation, and shared commitment to the greater good of the region.

During the Board workshop held in December 2025, as participants conducted a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, it became evident that Metro Fire lacks a structured, formalized process for organizational improvement. This absence of an established framework has contributed to communication breakdowns and hindered the creation of a unified strategic plan. Consequently, the Board's Strategic Goals reflect these challenges arising from ambiguity in direction and communication, as well as perceived frustration among the Board of Directors and members. Recognizing these challenges underscored the need for a more systematic approach to planning and collaboration moving forward.

This section of the document is designed to address these persistent challenges by establishing a robust strategic plan framework and an integrated planning process. Drawing on lessons learned from previous strategic planning cycles, we propose a new framework to enable the Board of Directors to carry out its responsibilities more effectively and efficiently. By refining the structure of our approach, we seek to bridge the gaps between authority, responsibility, and communication, ensuring that all stakeholders are aligned and empowered to contribute to our shared objectives. This new strategic plan framework will define clear roles, processes, and expectations, fostering collaboration and transparency and ultimately supporting Metro Fire's mission to deliver innovative, high-quality service to the community.

Through this renewed planning process, we aim to create a foundation that supports continuous improvement, strengthens organizational culture, and enables responsive decision-making. By integrating best practices from past experiences with forward-thinking strategies, the Board of Directors will be better equipped to guide Metro Fire toward its enduring goals and ensure lasting value for all stakeholders.



A photograph of three firefighters in full protective gear working on the exterior of a building. One firefighter is positioned high up on a ladder, another is in the middle, and a third is at the bottom. They appear to be removing or installing a large panel on the building's facade. The scene is set against a backdrop of green trees and a clear sky. The building has a dark, textured exterior. The overall tone is professional and action-oriented.

STRATEGIC PLAN 2026-2031

STRATEGIC FRAMEWORK

FROM VISION TO ACTION: STRATEGIC FRAMEWORK

Each planning cycle produces its own set of strategic goals, indicators, strategies, and implementation pathways. These components are built on top of the strategic planning framework and reflect the District's priorities for the current cycle.



PURPOSE OF STRATEGIC GOALS

The Board of Directors establishes the foundation for each strategic planning cycle by creating Strategic Goals. These narratives define the intent, priorities, and expectations that guide the District's strategic direction. Each narrative expresses why the goal is significant at this moment in Metro Fire's evolution, identifies the problem or opportunity it seeks to address, and demonstrates how the goal aligns with the Board's Enduring Goals. The narratives also articulate the outcomes the Board expects to achieve over the planning cycle. By developing these narratives, the Board ensures that the Strategic Plan reflects its collective voice, values, and strategic intent, providing clear direction for the organization's leadership and workforce.



BOARD-LED DEVELOPMENT PROCESS

The development of the **Strategic Goals** follows a structured, repeatable process that ensures consistency, transparency, and alignment across planning cycles.

STEP 1: PRE-WORK AND BRIEFING MATERIALS

The consultant prepares a comprehensive briefing packet for the Board. This packet includes the District's Mission, Vision, and Values; the Board's Enduring Goals; an internal and external environmental scan; input from the Board of Directors, Executive Team, labor representatives, and subject-matter experts. Emerging operational themes are also summarized to provide context. This preparatory work ensures that all participants begin the process with a shared understanding of the District's current environment and strategic needs.

STEP 2: BOARD STRATEGIC WORKSHOP

The Board convenes in a facilitated workshop to reflect on the **Enduring Goals**, reviews organizational strengths, weaknesses, challenges and opportunities, and identify priority areas for the upcoming planning cycle. Through guided discussion, the Board provides direction for the development of the Strategic Goals. The workshop serves as the creative and analytical forum where the Board's insights and expectations are captured and refined into strategic intent.

STEP 3: DRAFTING THE STRATEGIC GOALS

Following the workshop, the Strategic Planning Team drafts the initial Strategic Goals. Each draft is written to ensure alignment with the Enduring Goals, integration with the District's planning processes, and consistency of tone and structure. The drafts are designed to accurately reflect the Board's intent and are returned to the Board for review and refinement.

5-YEAR STRATEGIC PLAN, CONTINUED

STEP 4: BOARD REVIEW & REFINEMENT

The Board reviews the draft narratives to clarify intent, adjust emphasis, and ensure alignment with community expectations and organizational priorities. This step confirms that each narrative accurately represents the Board's strategic direction and communicates its expectations for the planning cycle.

STEP 5: FINAL ADOPTION OF STRATEGIC GOALS

Upon completion of the review, the Board formally adopts the Strategic Goals. Once adopted, these narratives become the foundation for strategy development, the guide for Executive Committee work, the anchor for performance indicators, and the narrative frame for the public-facing Strategic Plan.

CONNECTION TO THE STRATEGIC PLAN FRAMEWORK

The Board's Goal Narratives serve as the bridge between the **Enduring Goals**, which define the District's long-term priorities, and the **cycle-specific strategic goals**, which focus on current needs and opportunities. Through this connection, the narratives guide strategy development, align the planning process, inform performance measurement, support resource allocation, and facilitate communication with both internal and external stakeholders. This integration ensures that the Strategic Plan remains Board-driven, operationally grounded, and responsive to the evolving needs of the community and organization.

STRATEGY DEVELOPMENT PROCESS

Executive Committee and Strategic Planning Staff Collaboration

Once the Board of Directors has reviewed and approved the strategic goals and accompanying Goal Narratives, responsibility for advancing those goals transitions to the **Executive Committee** and the **Strategic Planning Staff**. Together, these groups translate the Board's strategic direction into actionable strategies and projects that drive organizational performance. This phase ensures that the Board's strategic intent is operationalized through well-defined strategies, measurable objectives, and structured implementation plans. The Executive Committee provides leadership oversight and alignment with organizational priorities, while the Strategic Planning Staff provides analytical support, project management expertise, and documentation.

PHASE 1: STRATEGY DEVELOPMENT

Working under the guidance of the Executive Committee, the Strategic Planning Staff develops strategies designed to accomplish each Board-approved goal. These strategies are informed by operational data, stakeholder input, and resource considerations. Each strategy is evaluated for feasibility, alignment with planning domains, and potential impact on service delivery, fiscal stewardship, and organizational culture.

PHASE 2: PROJECT CHARTER DEVELOPMENT

The Board reviews the draft narratives to clarify intent, adjust emphasis, and ensure alignment with community expectations and organizational priorities. This step confirms that each narrative accurately represents the Board's strategic direction and communicates its expectations for the planning cycle.

- **Project Identification** — A clear description of the initiative and its connection to the Board's strategic goals.
- **Scope Definition** — Boundaries of the project, including deliverables and exclusions.
- **Goals and Objectives** — Specific outcomes the project is intended to achieve.
- **Indicators of Achievement** — Quantitative and qualitative measures that demonstrate progress toward the Board's expectations.
- **Tactics and Timelines** — Key milestones, components, and completion targets.
- **Resource Allocation** — Staffing, funding, and material resources required for execution.
- **Implementation Framework** — Defined responsibilities, reporting cadence, and integration with existing planning processes.

This structured approach ensures that every initiative is documented, measurable, and aligned with the District's strategic architecture.

PHASE 3: EXECUTIVE COMMITTEE REVIEW & BOARD PRESENTATION

After the Executive Committee and Strategic Planning Staff finalize each Project Charter, the completed documents are presented to the full Board of Directors for review and acknowledgment. This presentation provides transparency, confirms alignment with Board intent, and establishes accountability for implementation. Once accepted, the Project Charters become the operational instruments for executing and monitoring the Strategic Plan.



OUTCOME

Through this collaborative process, Metro Fire ensures that strategic goals evolve into actionable, well-managed initiatives supported by clear governance, defined resources, and measurable outcomes. The integration of Board oversight, executive leadership, and planning expertise creates a unified system for translating vision into results.

THE BOARD'S ENDURING GOALS

The Board's Enduring Goals are the District's long-term priorities that guide all strategic planning and organizational decision-making. Unlike the Strategic Goals, which establish priorities for the current five-year planning cycle, the Board's Enduring Goals remain constant and provide the foundation for the District's mission and future direction.

By focusing on outcomes that benefit both the community and Metro Fire personnel, the Board's Enduring Goals reinforce a culture of excellence, accountability, innovation, and continuous improvement. They ensure the District's mission, vision, and values are reflected across all aspects of the organization—from emergency response and employee well-being to fiscal responsibility and community engagement.

These enduring goals guide Metro Fire's strategies, investments, and daily operations while promoting organizational resilience, accountability, and continuous improvement. They ensure the District's mission, vision, and values are reflected across all aspects of the organization and provide the framework for the Planning Domains and Strategic Goals that follow.

1

Ensure that the public served by the District continues to receive the best quality fire protection, fire prevention, fire safety education, emergency medical aid, and other emergency response services.

2

Ensure that the Board of Directors' management of District activities is accomplished in an open environment to promote responsiveness to public concerns and encourage public participation.

3

Foster productive community relationships with community entities and the public.

4

Provide appropriate and timely fiscal oversight to District operations.

5

Ensure that the District has a fully qualified management team to address future challenges and opportunities, and that employees are qualified, well-trained, properly equipped, and motivated to perform their duties.

6

Foster a productive working relationship with District management staff and promote a positive relationship with employee labor organizations.

STRATEGIC PLANNING FOUNDATION

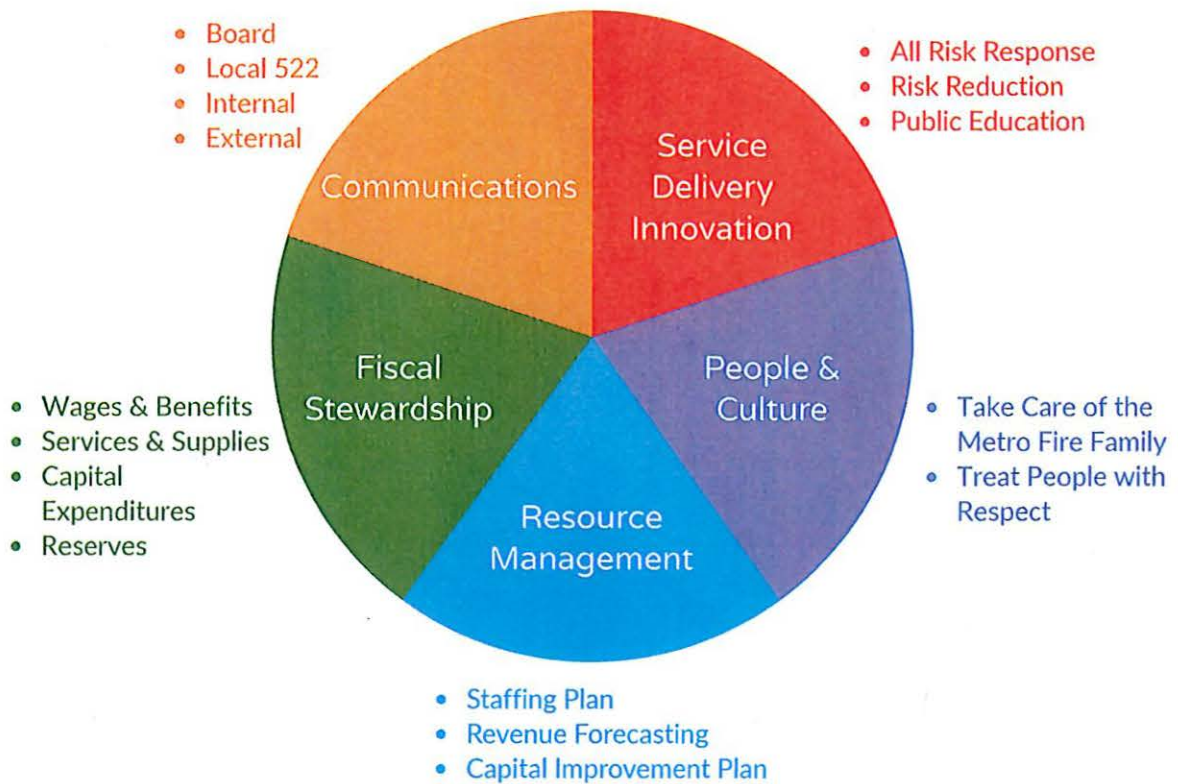
Domain: A specified sphere of activity or knowledge.

Metro Fire organizes its long-term planning around five Planning Domains: Service Delivery Innovation, People & Culture, Resource Management, Fiscal Stewardship, and Communications. These domains provide a consistent framework for translating the Board's Enduring Goals into organizational priorities, guiding decision-making, aligning resources, and measuring progress across the District.

Over the past several years, Metro Fire has developed numerous plans, studies, policies, and organizational initiatives within each Planning Domain. Together, these efforts lay the foundation for the 2026 Strategic Plan and demonstrate the District's ongoing commitment to continuous improvement, organizational excellence, and exceptional service to the community. The following pages highlight these foundational efforts and illustrate how they support the strategic direction outlined in this plan.

The five Planning Domains translate the Board's Enduring Goals and Strategic Plan into coordinated organizational systems, ensuring that strategic priorities are supported through integrated planning, resource management, and continuous improvement.

Planning Domains



SERVICE DELIVERY INNOVATION

Service Delivery Innovation is essential for first responders because the environments in which they operate are constantly changing, with new challenges arising from evolving community risks, technological advances, and shifting public expectations. By embracing innovation, first responders can better protect lives and property, respond more efficiently, and adapt to complex incidents. Innovation drives the development and integration of new technologies, refined operational procedures, and evidence-based best practices. This enables agencies to deliver high-quality services, optimize resource allocation, and maintain readiness for both routine and large-scale emergencies. Furthermore, a culture of innovation supports continuous improvement, empowering personnel to identify opportunities to enhance effectiveness and resilience. Ultimately, prioritizing innovation in service delivery ensures that first responders remain capable, agile, and responsive to the diverse needs of the communities they serve.

Previous Strategic Successes

► Standards of Response

Standard of Cover (2026)

Established data-driven response performance standards by evaluating community risks, service demands, deployment strategies, and response capabilities to ensure resources are positioned to meet community needs.

► Community Risk Reduction

Community Risk Reduction Plan (2022)

Implemented a strategic framework to identify, prioritize, and mitigate community risks through prevention, education, engineering, enforcement, emergency response, and evaluation.

► Crisis Response Planning

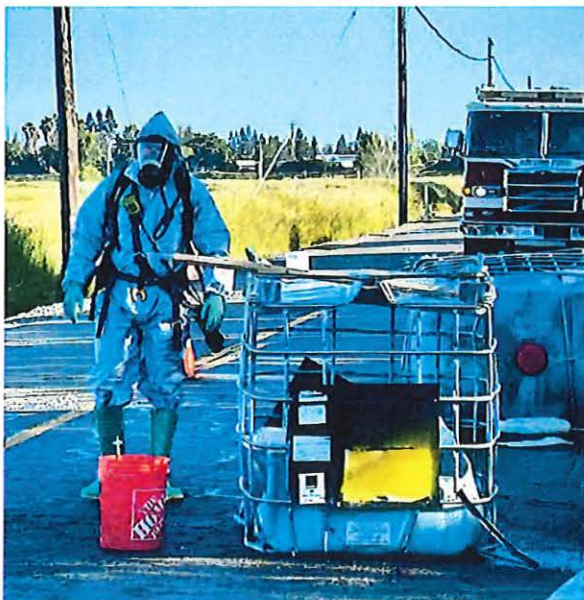
Crisis Response Plan

Enhanced the District's ability to prepare for, respond to, and recover from significant incidents and operational disruptions affecting the organization or community.

► Emergency Preparedness

Emergency Response Plan

Strengthened emergency operations through coordinated planning, defined response procedures, and enhanced readiness for large-scale emergencies and disasters.



PEOPLE & CULTURE

People & Culture are vital for organizational improvement, covering employees' values, behaviors, and systems supporting their growth. A strong culture fosters duty, accountability, and collaboration, ensuring staff are qualified, motivated, and capable of providing high-quality service. Investing in professional development, recognizing achievements, and promoting open communication create a valued, empowered environment. This boosts morale, performance, and adaptability to community needs. Ultimately, People & Culture ensures sustainable success by aligning employees with organizational goals.

Previous Strategic Efforts

► Organizational Culture

The Metro Way (2020)

Established a shared culture, values, and expectations for how we accomplish our mission.

► Leadership Standards

Command Manual (2021)

Defined command expectations and leadership standards for emergency incidents.

► Succession Planning

Firefighter Mentoring & Succession Program (2023)

Strengthened workforce readiness and continuity in mission-critical positions.

► Career Development

Firefighter Career Development Guide (2023)

Provided a roadmap for promotional and in-rank development opportunities.

► Employee Support

Workers' Compensation Guidebook (2024)

Improved employee understanding of benefits and the workers' compensation process.

► Digital Resources

HR, Training, and WHS Apps

Expanded access to employee information, services, and wellness resources through the District intranet.



RESOURCE MANAGEMENT

Metro Fire's duty extends beyond daily tasks. It ensures essential resources—personnel, equipment, and funds—are available when needed. Achieving this requires long-term planning, forecasting community needs, and aligning resources. This involves recruiting and training staff, upgrading equipment, and managing budgets to maintain readiness. Through strategic planning, Metro Fire keeps its teams prepared to respond effectively, ensuring quality service and community safety during emergencies and regular operations.

Previous Strategic Efforts

▶ Service Planning

Municipal Service Review & Sphere of Influence (2026) – A comprehensive study evaluating the agency's ability to provide services, identify future growth needs, and support long-term regional planning and governance decisions.

▶ Strategic Staffing

Staffing Plan (TBD) – A strategic workforce roadmap that aligns staffing levels, recruitment, training, succession planning, and retention efforts with current and future service demands.

▶ Capital Planning

Capital Improvement Plan (2026) – A five-year blueprint that prioritizes facility improvements, apparatus and equipment replacements, infrastructure upgrades, and major capital projects needed to support community service needs.

▶ Operational Readiness

Service Delivery Plan (2024) – A resource management roadmap that evaluates service demands, deployment strategies, staffing requirements, and operational resources to ensure effective and sustainable service delivery.

▶ Financial Sustainability

Fee Studies (2020–2026) – Municipal user fee and impact fee analyses that evaluate the true cost of services and ensure sustainable funding for service delivery and future growth.



FISCAL STEWARDSHIP

Fiscal stewardship is crucial for organizations like Metro Fire, ensuring responsible financial management to support operations, emergency preparedness, and innovation. Careful budgeting and monitoring align resources with priorities and community needs. This approach allows investments in training, equipment, and new technologies, enhancing readiness and service quality while maintaining accountability. Incorporating fiscal stewardship into strategic planning helps the organization fulfill its mission with integrity, adaptability, and excellence.

Previous Strategic Efforts

▶ Financial Planning & Stewardship

Preliminary, Mid-Year, and Final Budgets (2026)
Established transparent and legally compliant financial plans that guide how the District allocates resources and invests in services.

▶ Financial Accountability

Annual Comprehensive Financial Report (2025)
Provided audited financial statements that demonstrate fiscal accountability, transparency, and the District's overall financial condition.

▶ Community Transparency

Community Annual Report (2025)
Expanded public understanding of District finances and accomplishments through a concise and accessible summary of key information.

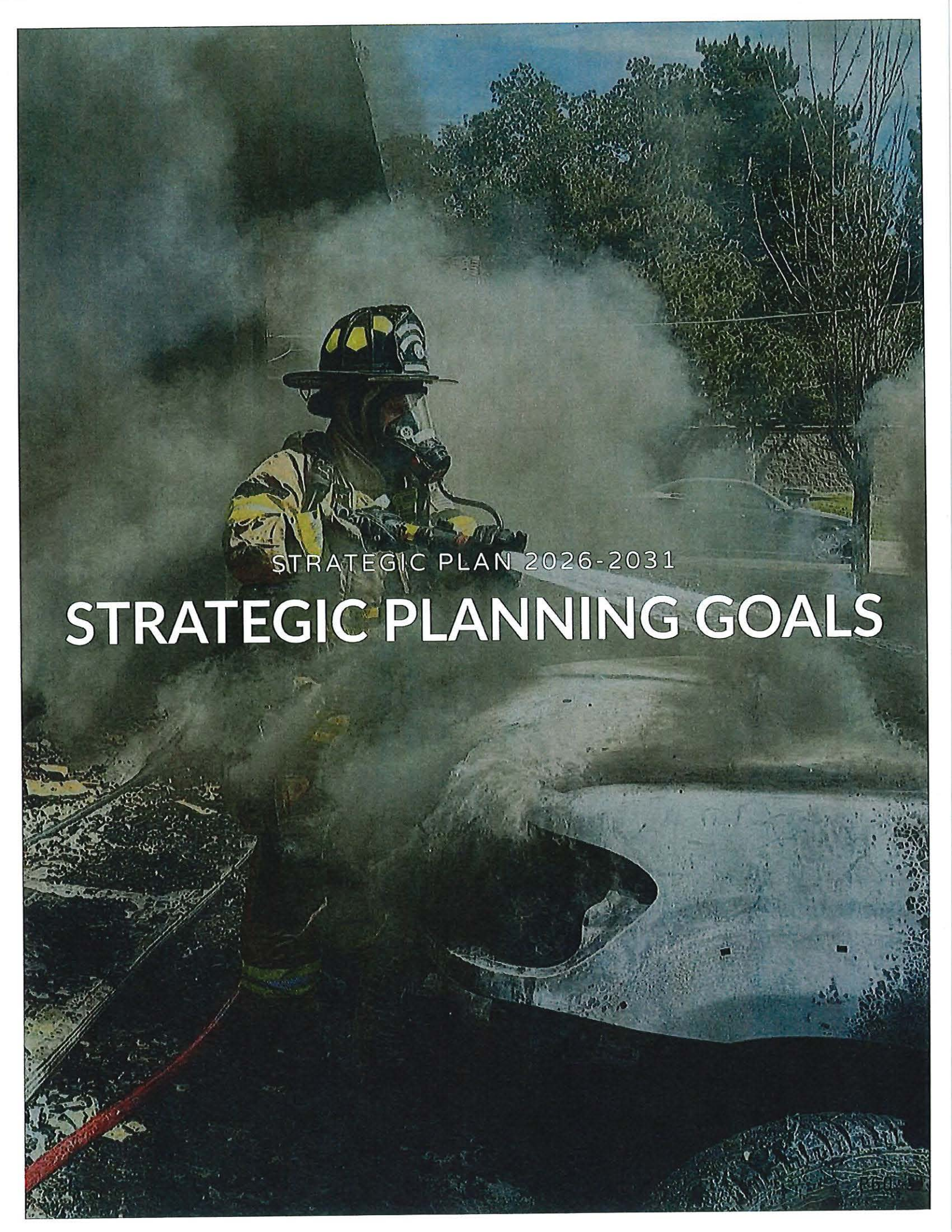
COMMUNICATIONS

Effective communication is pivotal to building better organizations by fostering transparency, facilitating collaboration, and ensuring accurate information flow across all levels. It enables the timely sharing of goals, expectations, and feedback, strengthening trust and alignment between staff and leadership. By establishing clear channels for dialogue and information exchange, organizations can proactively address challenges, enhance decision-making, and drive continuous improvement.

Previous Strategic Efforts

▶ TBD

▶ TBD



STRATEGIC PLAN 2026-2031

STRATEGIC PLANNING GOALS



GOAL 1

CARE FOR ALL OUR PEOPLE



People & Culture | Communications | Resource Management

MEASURES OF SUCCESS

GOAL 1



CARE FOR ALL OUR PEOPLE

Desired Outcome

Metro Fire fosters a workplace where every employee is valued, supported, and equipped to thrive, resulting in a healthy, resilient, and engaged workforce prepared to serve our community.

Indicators of Achievement

- Employees are healthy, supported, and have access to comprehensive wellness, health, and safety resources.
- Work-related injuries, illnesses, and workers' compensation claims are reduced through a proactive culture of safety and prevention.
- Employee wellness improves, resulting in reduced unscheduled absences and increased workforce reliability.
- Metro Fire attracts and retains a highly qualified, engaged, and committed workforce.
- Employees report increased morale, resilience, and confidence in the organization's commitment to their well-being.
- Metro Fire is recognized as an employer of choice, resulting in fewer employees leaving for opportunities with other agencies.
- The organization maintains sustainable staffing levels through effective workforce planning, recruitment, and succession planning.
- Staffing levels and workforce planning support improved schedule stability and reduced reliance on mandatory overtime.



STRATEGIES

TACTICS

LEAD

1

TBD

2

TBD

3

TBD



GOAL 2

ENSURE FISCAL STEWARDSHIP



Fiscal Stewardship | Resource Management | People & Culture

MEASURES OF SUCCESS

GOAL 2



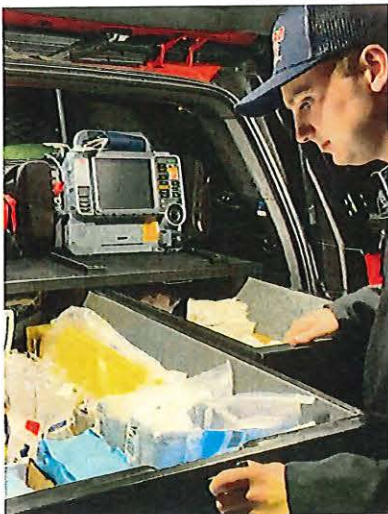
ENSURE FISCAL STEWARDSHIP

Desired Outcome

Metro Fire responsibly stewards public resources through sound financial management, strategic investment, and long-term planning to ensure the organization remains financially resilient, operationally effective, and positioned to meet the evolving needs of the community.

Indicators of Achievement

- Metro Fire maintains healthy financial reserves that strengthen long-term fiscal stability and organizational resilience.
- Compensation and benefits remain competitive and financially sustainable, supporting the recruitment and retention of a high-performing workforce.
- Voter-approved funding is managed transparently and fulfills the commitments made to the community.
- Metro Fire's financial practices consistently demonstrate accountability, transparency, and excellence.
- The organization successfully pursues and leverages grants, partnerships, and other funding opportunities to enhance services and reduce reliance on traditional revenue sources.
- Financial planning keeps pace with community growth, ensuring resources and service levels remain aligned with current and future demand.



STRATEGIES

TACTICS

LEAD

1

TBD

2

TBD

3

TBD



GOAL 3

PROVIDE INNOVATIVE SERVICE DELIVERY

MEASURES OF SUCCESS

GOAL 3



PROVIDE INNOVATIVE SERVICE DELIVERY

Desired Outcome

Metro Fire delivers exceptional, innovative, and adaptive emergency services through regional collaboration, technology, strategic investment, and continuous improvement to meet the evolving needs of the communities we serve.

Indicators of Achievement

- Strategic regional expansion enhances Metro Fire's ability to deliver high-quality, efficient, and sustainable emergency services.
- Emergency response performance consistently meets or exceeds established service level objectives.
- Innovative EMS delivery programs are sustainable, integrated, and improve outcomes for the community.
- Metro Fire supports a coordinated Continuum of Care system that improves community access to timely, appropriate, and integrated support services.
- Service delivery evolves with community growth through strategic deployment of personnel, stations, and resources.
- The community experiences uninterrupted emergency service delivery through sustained station availability and strategic deployment of resources.
- Fleet and emergency response equipment are reliable, well-maintained, and replaced through a sustainable lifecycle management program.



STRATEGIES

TACTICS

LEAD

1

TBD

2

TBD

3

TBD



GOAL 4 STRENGTHEN & EXPAND COMMUNICATION

MEASURES OF SUCCESS

GOAL 4



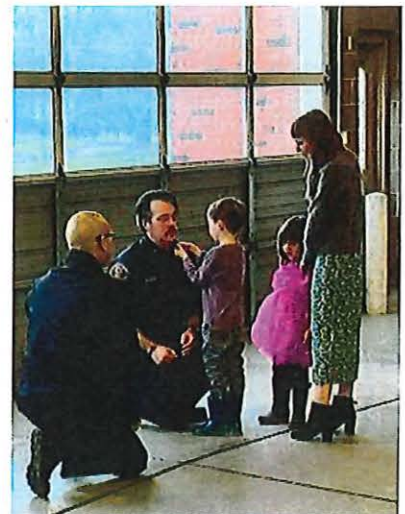
STRENGTHEN & EXPAND COMMUNICATION

Desired Outcome

Metro Fire fosters a culture of transparent, timely, and meaningful communication that strengthens trust, promotes organizational alignment, and builds strong relationships with employees, the Board, partners, and the community.

Indicators of Achievement

- Employees are informed, engaged, and connected through consistent, transparent, and meaningful internal communication.
- Leadership and employees maintain open dialogue that strengthens trust, collaboration, and organizational alignment.
- Labor-management relationships are strengthened through proactive communication, shared understanding, and constructive engagement.
- Leaders are equipped with the skills and tools to communicate effectively and consistently across the organization.
- Community engagement programs and outreach opportunities strengthen awareness, understanding, and trust in Metro Fire services, initiatives, and investments.
- Metro Fire maintains strong relationships with regional partners and jurisdictions through consistent collaboration and communication.
- The Board and community have confidence and understanding of District priorities, initiatives, and use of Measure O funding.



STRATEGIES	TACTICS	LEAD
1 Strengthen and Expand Communications Between the Board of Directors and the Office of the Fire Chief	4.1.1 Increase the Board's Executive Committee's role in strategic planning and communications	OFC
	4.1.2 Submit monthly Emerging Trends reports for Board awareness	OFC
	4.1.3 Develop comprehensive briefs with messaging frameworks, stakeholder maps, and milestone calendars for all Critical Issues	OFC
	4.1.4 Develop full issue briefs and communications work plan for all Public Trust Projects	OFC
	4.1.5 Develop an Integrated Communications Strategy	OFC
	4.1.6 Unified KPI dashboard across all strategies	ASD
	4.1.7 12-Month Executive/Board Communications Calendar	ASD
2 Strengthen & Expand Communications Between Labor and Management	4.2.1 Establish a Structured Labor-Management Communication Framework	
	4.2.2 Implement Predictable and Consistent Labor-Management Collaboration Meetings	
	4.2.3 Improve Transparency Through Coordinated Communications	
	4.2.4 Strengthen Collaborative Problem-Solving Between Executive Staff and Local 522 Leadership	
	4.2.5 Increase Board Visibility Into Labor-Management Collaboration	
	4.2.6 Evaluate and Continuously Improve Labor-Management Communications	
3 Strengthen & Expand Communications Between the Office of the Fire Chief and all Members	4.3.1 Executive Communications (All-Staff, Strategic Direction/Policy)	ASD
	4.3.2 Change Management Communications (New program launches, reorganization announcements, leadership transitions)	ASD
	4.3.3 Recognition and Awards	ASD
	4.3.4 Wellness, Health & Safety	ASD

GOAL 4, CONTINUED

STRENGTHEN & EXPAND COMMUNICATION

STRATEGIES	TACTICS	LEAD
4 Strengthen Public Trust	4.4.1 Implement Fire Chief Voice and Visibility Strategy	AS
	4.4.2 Integrated Stakeholder Engagement Matrix across all three categories	CE
	4.4.3 Federal & State Advocacy Plan	CE
	4.4.4 Local government partnerships	CE
	4.4.5 Enhance Community Relations programs	COR
	4.4.6 Business community engagement	P&D, CRRD
	4.4.7 Business development programs	P&D
	4.4.8 12-Month Executive/Board communications calendar	AS

AS= Administrative Services
CE= Communications & Engagement
COR= Community Relations Division
CRRD= Community Risk Reduction
OFC= Office of the Fire Chief
P&D= Planning & Development

IMPLEMENTATION FRAMEWORK

ENGAGEMENT & COMMUNICATION PLAN

PERFORMANCE REPORTING

APPENDIX A: IMPLEMENTATION RESOURCES



ADAM A. HOUSE
Fire Chief

Sacramento Metropolitan Fire District

10545 Armstrong Ave., Suite 200, Mather, CA Phone (916) 859-4300 Fax (916) 859-3700

RESOLUTION NO. 2026-XXX

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SACRAMENTO METROPOLITAN FIRE DISTRICT APPROVING THE 2026-2031 METRO FIRE STRATEGIC PLAN

WHEREAS, the Board of Directors of the Sacramento Metropolitan Fire District ("District") conducted a strategic planning workshop in December 2025 to initiate development of a new five-year strategic plan; and

WHEREAS, during the workshop, the Board approved a new five step Board led development process to guide creation of the strategic plan and its strategic goals, as outlined in the Board-Led Development Process; and

WHEREAS, staff has completed development of the 2026–2031 Strategic Plan in accordance with the Board approved process and in alignment with the direction, priorities, and intent established by the Board during the December 2025 workshop; and

WHEREAS, the Strategic Plan is intended to be a living document that will evolve through ongoing review, refinement, and development of strategies for each goal area; and

WHEREAS, the Board has reviewed the 2026–2031 Strategic Plan and finds that it meets the Board's intent and direction as established through the strategic planning process.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Sacramento Metropolitan Fire District as follows:

That the Board of Directors of the Sacramento Metropolitan Fire District hereby approves the 2026–2031 Metro Fire Strategic Plan and affirms that the document meets the Board's intent as directed.

PASSED, APPROVED AND ADOPTED THIS 13th DAY OF AUGUST 2026. I, **MARNI RITTBURG, BOARD CLERK OF SACRAMENTO METROPOLITAN FIRE DISTRICT** HEREBY CERTIFY the foregoing Resolution was introduced and passed at a regular meeting of the Sacramento Metropolitan Fire District Board by the following roll call vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

SACRAMENTO METROPOLITAN FIRE DISTRICT

By: _____
President, Board of Directors

ATTEST:

Marni J. Rittburg, CMC, CPMC
Clerk of the Board



Sacramento Metropolitan Fire District

2026 Strategic Plan

From Planning to Implementation

Presented by Jeff Frye
Prepared by Carmen Delgado August 13, 2026



Where the Plan Stands Today

The 2026–2031 Strategic Plan is structurally complete and substantively underway, consisting of five core components:

01

Organizational Identity

- Mission, Vision, Values

02

Operating Environment Assessment

- Evidence-based analysis of internal and external conditions
- Includes demand growth, fiscal constraints, staffing, facilities, culture, and succession risk
- Foundation for all strategic decision-making

03

Planning Framework

- Five-domain structure guiding alignment and execution
- Board Enduring Goals (stable across planning cycles)
- Board-led process for developing and monitoring goals

04

Strategic Goals

- Four Board-established priorities guiding the planning cycle

05

Goal Implementation Template

- Goal 4 (Strengthen & Expand Communication) is fully developed with strategies, tactics, and assigned leads
- Serves as the model for all remaining goals



Current State of Strategic Goals

Status of Implementation Development



Complete & Ready for Implementation

Goal 4: Strengthen & Expand Communication



Structured Development Phase

Goal 1: Care for All Our People

Goal 2: Ensure Fiscal Stewardship

Goal 3: Provide Innovative Service Delivery

These goal areas:

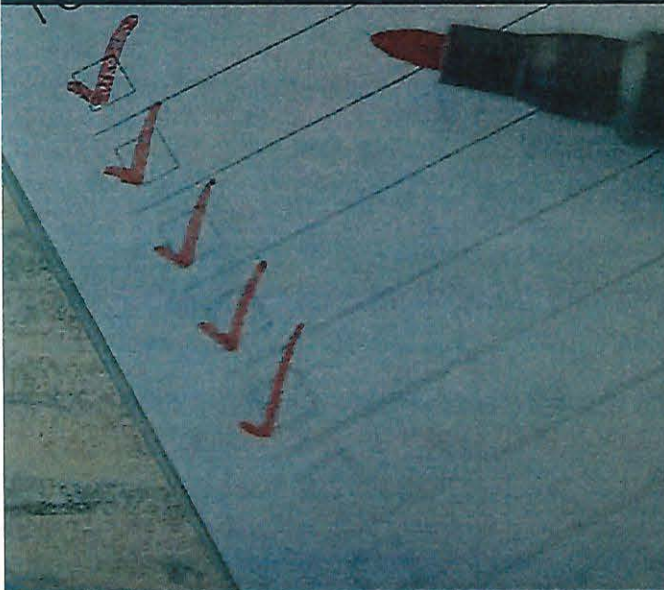
- Contain placeholder structures intentionally left open
- Require further analysis before final strategies are defined
- Involve complex decisions related to staffing, finance, and service delivery
- Must be aligned with the Operating Environment Assessment prior to finalization





How We Will Complete Goals 1-3

Structured Development Process



Each remaining goal will follow a **three-step collaborative process**:

Facilitated Working Sessions

- Executive Committee members
- Internal stakeholders
- Subject-matter experts

Shared Fact Base Alignment

- Review of Operating Environment Assessment
- Ensure common understanding before solution development

Strategy Development

- Creation of defined strategies, tactics, and assigned leads
- Aligned to the Goal 4 implementation model
- Reviewed by Executive Committee prior to Board submission



Planning Cadence & Timeline



Goal 1: Care for All Our People

August-December 2026



Goal 2: Ensure Fiscal Stewardship

December 2026-May 2027



Goal 3: Service Delivery Innovation

December 2027



Goal 4: Strengthen & Expand Communication

Complete (June 2026)



Final Integration & Board Adoption

December 2027

Phased Completion Approach

This phased approach ensures:

- Data-informed decision-making
- Cross-functional alignment
- Realistic, implementable strategies



Anticipated Questions

Why isn't the plan finished?

Goals 1-3 involve complex decisions that require analysis, collaboration, and organizational alignment. The phased process ensures practical, achievable strategies with broad support.

Why start with Communication (Goal 4)?

The Board identified communication as the highest immediate priority and provided the clearest strategic direction, making it the ideal goal to develop first.

Who is responsible for completing Goals 1-3?

The Executive Committee, supported by Strategic Planning Staff and ICS, will lead development. Each goal will be reviewed before presentation to the Board.

Are we behind schedule?

No. The framework is complete, Goal 4 is underway, and the remaining goals are progressing through a deliberate, phased implementation process.

Will work on the other goals wait until 2027?

No. Planning and implementation occur simultaneously. The District will continue advancing priorities while the remaining goals are developed.

What does the working session process look like?

Each goal is developed through facilitated workshops that align facts, identify strategies, define tactics, and assign accountability.

Will the plan change after adoption?

Yes. Progress will be reviewed quarterly, with formal environmental scans and updates at the beginning of each planning cycle to ensure continued relevance.