



Sacramento Metropolitan Fire District

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ADAM A. HOUSE
Fire Chief

POLICY COMMITTEE – REGULAR MEETING AGENDA

Thursday, November 9, 2023, 2023 – 5:30 PM

Sacramento Metropolitan Fire District
10545 Armstrong Avenue, Boardroom, 2nd Floor
Mather, California

&

Remotely Via Zoom

Webinar ID: 827 3461 0232 #

Passcode: metro2101

Phone: 1 (669) 444-9171 or 1 (669) 900 6833

☎ Passcode: 838771796 #

<https://us06web.zoom.us/j/82734610232?pwd=SFILQ1Znd25RSmlhdXZVQVh4d1VWZz09>

COMMITTEE MEMBERS

Director John Costa

Director Grant Goid

Director Cinthia Saylor

Director Jennifer Sheetz - Alternate

CALL TO ORDER

PUBLIC OPPORTUNITY TO DISCUSS MATTERS OF PUBLIC INTEREST WITHIN COMMITTEE'S SCOPE INCLUDING ITEMS ON OR NOT ON AGENDA

CONSENT AGENDA

The Consent Agenda is acted upon with one motion unless a committee member requests separate discussion and/or action.

1. **Action Summary Minutes**

Recommendation: Approve the Action Summary Minutes for the meeting of October 12, 2023.

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ACTION ITEM

1. **New Board Policy – Standards of Cover Policy**

(Chief Development Officer Jeff Frye & GIS Data Analyst Jake Whealen)

Recommendation: Review the Standards of Cover Policy and refer to the full Board for approval.

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NEXT MEETING DATE: December 14, 2023

ADJOURNMENT

Posted on November 2, 2023

Marni Rittburg, CMC, CPMC
Clerk of the Board



ADAM A. HOUSE
Fire Chief

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ACTION SUMMARY MINUTES – REGULAR MEETING

POLICY COMMITTEE
THURSDAY, OCTOBER 12, 2023 AT 5:30 PM
SACRAMENTO METROPOLITAN FIRE DISTRICT
&
Remotely Via Zoom

CALL TO ORDER

The meeting was called to order at 5:30 pm by Director Costa. Committee members present: Costa and Saylor. Committee members absent: Goold. Staff present: Deputy Chief Mitchell and Board Clerk Rittburg.

PUBLIC COMMENT: None

CONSENT AGENDA

Action: Moved by Saylor seconded by Costa, and carried unanimously by members present to adopt the Consent Calendar as follows:

- 1. Action Summary Minutes**
Recommendation: Approve the Action Summary Minutes for meeting of August 10, 2023.
Action: Approved the Action Summary Minutes.

PRESENTATION ITEMS

- 2. Meal and Refreshment Policy (CFO Dave O'Toole)**
Recommendation: Review the Meal and Refreshment Policy and refer to the full Board for approval.
Action: Received presentation. Referred this new Board policy to the full Board.

ADJOURNMENT

The meeting adjourned at 5:35 pm.

Director Costa, Chair

Marni Rittburg, CMC, CPMC
Clerk of the Board



Sacramento Metropolitan Fire District

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ADAM A. HOUSE
Fire Chief

DATE: November 9, 2023
TO: Policy Committee Members
SUBJECT: New Board Policy – Standards of Cover Policy

TOPIC

Review new Board Policy: Standards of Cover Policy (01.021.01).

DISCUSSION

The Sacramento Metropolitan Fire District's (District) Standards of Cover (SOC) is a comprehensive tool used to evaluate the District's performance as it relates to the District's adopted service delivery standards and objectives, in order to meet the needs of the community and mitigate identified risks. The SOC provides an in-depth analysis of key performance metrics as a basis for data-driven decision making pertaining to service delivery improvements. The SOC provides a framework to ensure that changes to service delivery are based on identified needs that are supported by empirical evidence, and that such changes are in line with the District's strategic plan and the Board of Directors' (Board) objectives.

This policy defines the essential elements of the Standards of Cover (SOC) and the process by which it is developed and updated, including the identification of key performance metrics and the adoption of updated response standards and service level objectives that consider industry best practices. This policy also outlines the process for the preparation of a Service Delivery Plan, which includes the methods by which service delivery projects will be evaluated and prioritized.

RECOMMENDATION

Recommend the Policy Committee review the Standards of Cover Policy and refer to the full Board for approval.

Submitted by:

Approved by:

Jake Whealen
Geographic Information Data Analyst

Jeff Fye
Chief Development Officer

6. **Service Delivery:** The services provided by the District in accordance with the District's enabling act (Health & Safety Code §13800, et seq.) including fire protection services, rescue services, emergency medical services, hazardous materials response services, ambulance services, and other services relating to the protection of lives and property.
7. **Service Level Objectives:** The targeted response time and effective response force required to properly perform the critical tasks necessary to effectively mitigate the risk.
8. **Time on Task (TOT):** The percentage of time a unit is actually providing response vs. is available in quarters, training, out of service, resting, etc.
9. **Workload:** A category of performance indication which serves to evaluate how "busy" particular units and fire stations are. The District recognizes Time on Task and Reliability as major workload indicators.

Policy

1. Standards of Cover
 - a. It is the policy of the District to prepare a Standards of Cover (SOC) that outlines the qualitative and quantitative aspects of the District in order to better understand:
 - i. The communities the District serves and the fundamental services it provides to protect life and property in the face of complex risks.
 - ii. District performance and workload, especially as it pertains to call volumes, response times, time on task, and reliability.
 - iii. Anticipated growth and demographic changes within the District and how those changes may impact service delivery.
 - b. In consideration of the aforementioned topics, the SOC evaluates service delivery and serves as a vessel to carry out strategic planning efforts, as directed by the Board.
 - c. The SOC shall be prepared annually and data shall be updated as follows:
 - i. Demographic and economic data: updated every five (5) years.
 - ii. Key performance metrics: updated annually.
 - iii. Growth areas and progression of development: updated annually.
2. Response Standards, Service Level Objectives, and Key Performance Metrics
 - a. The District shall adopt response standards, service level objectives, and key performance metrics in order to measure performance and desired outcomes.
 - i. Response Standards: Response standards shall define different levels of service required based on population density and other risk factors.

- ii. Service Level Objectives: Service level objectives shall set targeted response times and effective response force based on adopted response standards and shall include benchmark performance statements that describe the level of service required for each risk class and type.
- iii. Key Performance Metrics: Key performance metrics shall define the data points by which performance will be measured in accordance with adopted response standards and service level objectives.

3. Service Delivery Plan

- a. Based on the findings and recommendations of the SOC, a Service Delivery Plan (SDP) shall be prepared on an annual basis in collaboration with internal and external stakeholders, which shall outline proposed changes to current deployment. The SDP will:
 - i. Outline changes to deployment required to fill gaps and alleviate inadequacies identified within the SOC.
 - ii. Identify service delivery alternatives in consideration of financial and personnel constraints.
 - iii. Use prioritization and ranking in order to determine project feasibility and desirability.
 - iv. Facilitate strategic planning efforts by determining personnel and capital needs, which will be reflected in financial management budgeting and modeling.
 - v. Reflect data-driven solutions to demonstrated service delivery challenges.

Procedures

1. SOC Development and Organization

- a. The development of the SOC is a coordinated effort across the District overseen and administered by the Planning and Development Division. Planning and Development solicits information across all branches of the District during SOC development to ensure accuracy and consistency. The SOC is organized into seven (7) major sections, outlined as followed:
 - i. Section 1: Community Baseline – Provides an overview of the District, the communities it serves, and the services it provides.
 - ii. Section 2: Risk Assessment – Identifies risks throughout the District and breaks down risks for each Battalion and Station.
 - iii. Section 3: Risk Categories & Critical Task Capabilities – Classifies and groups risks faced by the District together based on community and District impacts, critical tasks, and effective response force requirements.

- iv. Section 4: Standards, Goals & Objectives – Reviews existing response standards, performance goals, and service level objectives, and recommends changes as necessary.
- v. Section 5: Service Delivery Analysis – Conducts a response standard analysis, deployment study, gap analysis, and growth analysis throughout the District and provides a framework to plan for new service.
- vi. Section 6: Performance Evaluation – Evaluates key performance metrics to measure against adopted standards, goals and objectives.
- vii. Section 7: Overall Evaluation & Recommendations – Summarizes major findings, recommendations, and the needed maintenance of effort for continuous improvement.

2. Maintenance of Effort

- a. The SOC maintenance of effort (MOE) is the process by which the SOC will be updated annually to ensure that all data and information is accurate and up-to-date. While all information within the SOC should be verified for accuracy each year, special attention should be given to:
 - i. Adding unit and incident data from the most recent calendar year to performance data models.
 - ii. Tracking buildout and absorption in District growth areas.
- b. Proposed revisions to adopted response standards, service level objectives and key performance metrics that are recommended in the annual SOC update shall be subject to Board approval and formally adopted by Board resolution.
- c. The MOE also includes the ongoing effort to better understand service delivery challenges for continuous improvement. The District shall utilize working groups to collaborate on service delivery studies, defining key performance metrics and integrating data wherever possible. Such studies shall be based on findings and recommendations outlined in the annual SOC.

3. SDP Development and Prioritization

- a. The SDP shall be constructed from the major findings of the SOC. Whereas the SOC helps to identify deployment gaps and performance inadequacies within the District, the SDP seeks to “fill” these gaps with resources in order to improve service delivery. All proposed changes in the SDP will be rigorously studied in order to fully understand impacts to the District. The District will utilize pilot studies and white-paper reports to evaluate, summarize, and disseminate data from SDP projects.
- b. Projects in the SDP will be prioritized and ranked such that feasible, desired, cost-effective projects with maximized benefits are implemented. SDP project prioritization will consider the following:

- i. The perceived benefit of the project, measured through changes to call volume, response times, and workload.
 - ii. Total costs associated with the proposed change, measured through the financial costs of staffing and overhead, capital improvements, service and supplies.
 - iii. The cost-benefit analysis for each project, whereby projects can be directly compared to determine those which are most cost-efficient.
- c. Once SDP projects have been prioritized, the Fire Chief and Executive Staff will determine project ranking and make a determination on which projects to move forward into the annual planning and budgeting process.
 - d. Staffing and capital needs for projects recommended by the Fire Chief and Executive Staff shall be requested through the annual Capital Improvement Plan (CIP) and Staffing Plan processes and incorporated into the District's annual budgeting process for consideration and final approval by the Board.

References

1. Sacramento Metropolitan Fire District, Standards of Cover.
2. Sacramento Metropolitan Fire District, Strategic Plan.
3. Sacramento Metropolitan Fire District, Capital Improvement Plan.
4. California Health and Safety Code 13800, Fire Protection District Law of 1987.