



Tracy Rural County Fire Protection District

Agenda Item 4.2

STAFF REPORT

Meeting: Special Meeting
Date: February 17, 2026
To: Board of Directors
Prepared by: Kevin Berreth, District Legal Counsel
Approved by: Craig Miller, Chairperson

Re: Consideration of Establishing the Position of General Manager

RECOMMENDATION

Action Item Non-Action Item

Staff recommends the Board of Directors adopt a resolution establishing the position of General Manager for the Tracy Rural Fire District.

BACKGROUND

The Tracy Rural Fire District has experienced continued growth in service demands and administrative complexity, including increased operational coordination, financial oversight, regulatory compliance, and interagency communication. Historically, these responsibilities have been performed within existing staff roles, and the District has not previously established a General Manager position. As the organization has matured, the current structure no longer adequately reflects the scope of administrative functions necessary to support the District. The Board is therefore considering formalizing a chief administrative officer role to provide clear organizational structure, accountability, continuity in administration and implementation of Board policy and day-to-day administrative oversight, subject to Board direction.

Establishing the position clarifies organizational structure and provides continuity in administration.

DISCUSSION

Creation of a General Manager position establishes a defined executive administrative role within the District. The position serves as the primary point of accountability for administration of District affairs as directed by the Board of Directors.

Health & Safety Code § 13861 authorizes the Board to appoint a General Manager who serves at the pleasure of the Board and administers district affairs subject to Board policy direction. Many similarly sized California special fire districts utilize a General Manager model to



Tracy Rural County Fire Protection District

separate policy oversight (Board), executive administration (General Manager), and operational command (Fire Chief).

1. Governance Best Practices

The Board's role is to establish policy and provide oversight, while day-to-day administration is appropriately delegated to an executive officer. Creating a General Manager position:

- Clarifies roles between governance and management
- Strengthens Board oversight and policy implementation
- Provides a single point of accountability to the Board
- Reduces risk of micromanagement

This model aligns with governance best practices recommended for California special districts.

2. Financial Stewardship and Compliance

Special districts face increasing compliance requirements, including:

- Annual independent audits
- Government Code transparency mandates
- Public Records Act compliance
- Conflict of interest (FPPC Form 700) administration
- Debt management and long-term financial planning
- Grant management and reporting

A General Manager dedicated to administrative oversight enhances fiscal controls, internal accountability, and transparency to the public.

3. Organizational Growth and Sustainability

The District's long-term sustainability requires:

- Strategic planning
- Succession planning
- Capital asset management
- Revenue forecasting
- Labor negotiations preparation
- Community engagement

A General Manager provides continuity in executive leadership beyond operational command transitions and supports long-range planning.



Tracy Rural County Fire Protection District

4. Risk Management

Separating administrative authority from operational command reduces organizational risk by:

- Providing clearer checks and balances
- Ensuring contract review and oversight
- Enhancing documentation and policy consistency
- Improving claims and liability management

This structure is widely recognized as reducing institutional risk exposure. Adoption of the resolution:

- Establishes the position only
- Does not appoint an individual
- Does not approve compensation
- Does not establish employment status
- Does not delegate authorities beyond those directed by the Board

Any appointment to the position, including the terms and conditions of service, will be considered separately by the Board in accordance with applicable law.

The Board of Directors has authority to establish administrative positions necessary to conduct District business. Adoption of the proposed resolution does not create an employment agreement, property interest, or contractual obligation.

FISCAL IMPACTS

There is no fiscal impact associated with establishing the position. Fiscal considerations related to any future appointment will be addressed by the Board at a later time.

ATTACHMENTS

1. Draft Resolution No 2026-02



Tracy Rural County Fire Protection District

Resolution No. 2026-01

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TRACY RURAL COUNTY FIRE PROTECTION DISTRICT ESTABLISHING THE POSITION OF GENERAL MANAGER

WHEREAS, the Tracy Rural County Fire Protection District (“District”) provides fire protection and related governmental services; and

WHEREAS, the District has experienced continued growth in service demands and administrative complexity, including increased coordination, financial oversight, and regulatory responsibilities; and

WHEREAS, the Board of Directors has not previously established a General Manager position and finds it appropriate to formalize a chief administrative officer role to provide organizational clarity and accountability;

THEREFORE, BE IT RESOLVED by the Board of Directors of the Tracy Rural County Fire Protection District as follows:

Section 1. Position Established

The position of General Manager is hereby established as the chief administrative officer of the District, serving at the direction of the Board of Directors.

Section 2. Authority of the Board

The Board of Directors retains authority to appoint, define duties, establish compensation, and determine the terms and conditions of service for the position in a separate action.

Section 3. No Contract Created

This Resolution establishes a position only and does not constitute an appointment, employment agreement, compensation approval, or contractual obligation.

Section 4. Effective Date

This Resolution shall take effect immediately upon adoption.

PASSED, APPROVED AND ADOPTED this 17th day of February, 2026.

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

Craig Miller, Chairman of the Board

Raychel Jackson, Clerk of the Board