

CROOK COUNTY FIRE & RESCUE

BOARD WORKSESSION

Jerry Brummer called to worksession to order on December 9, 2024 at 10:03 am.

Board members present were Jerry Brummer, Dennis Merrill, Gary Abrams, Steve Lent and George Ponte.

Staff present was Chief Matt Smith, Chief Russ Deboodt, Chief Jerimiah Kenfield and Paula Landrus.

Guest present were Todd Olheiser and Sam Scheideman.

Chief Matt Smith stated from the Organization Assessment there are three main areas for the Board.

- Board Engagement
- Implementation Committee makeup and design
- Strategic Planning

Board Engagement, page 25, The Board discussed increase Leadership Engagement. It is important that employees should feel comfortable approaching a board member. Its needs to be a structural approach. The board discussed improving their availability. The assessment suggests engage more informal through initiatives like "coffee with the chief". The Board discussed working with the implementation committee.

Chief Smith and Jerry talked with Fred Rafliison. Fred did not think the Board needed to change the Governance Policy. Chief Smith read the Board policy regarding conduct and responsibilities from SDAO. The Board discussed the policies and communications with the staff.

Implementation Team, page 19. Solution from the assessment. Assemble Diverse Leadership and Identify Team Leads. Chief Smith suggest a 10 member team. Page 39, The Board and senior leadership hold primary responsibility for the implantation of the plan. Page 40, Form implementation team, assemble a cross functional team with leadership, members and union representatives. The Board discussed a possible one year term limit on the team. Chief Smith stated the union president and the chief of operation would co chair the team.

The Board discussed effective communication which is in the assessment.

Strategic Plan page 10, Key participants: The success of CCFR relies on a collaborative effort from three main groups. The Fire Board provides strategic direction, policy-making and financial oversight. Page 28, Foster leadership support for strategic planning. The Board and leadership must actively support the strategic planning process by participating in discussions and communicating its importance to all members. The board discussed hiring an outside firm to facilitate the strategic plan. We have the foundation in our documents. Page 46, an external expert will bring objectivity, best practices and a comprehensive analysis to CCFR's strategic planning, addressing operation needs workforce challenges and community expectations.

Respectfully Submitted

Paula Landrus