

This is a template to help you begin development of a Strategic Plan for your Department
***See comments in red as you look through this example of a Fire Department Strategic
Plan.

Copper Mountain Fire Department

Strategic Plan

2014-2019



Note: Chief Gary Curmode is available to review/comment if you have any question. Email him at gcurmode@cmcmdi.com

Copper Mountain Fire Dept.
P.O. Box 3002
Copper Mountain, CO 80443

Copper Mountain Fire Department Strategic Plan 2014-2019

1) Mission Statement for your department

“Dedicated to superior service through prevention, education, response and community involvement”

2) Statement or Slogan about your department.

We are a dedicated team of professional firefighters operating under the auspices of the Copper Mountain Consolidated Metropolitan District, striving to eliminate loss of life and property due to fire, accident or disaster.

3) Address of your Department.

**Copper Mountain Fire Dept.
P.O. Box 3002
Copper Mountain, CO 80443**

4) Effective Date.

Effective Date: November 12, 2014

5) Highly recommended to have this for ease of use.

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6) Generic paragraph about your Strategic Plan.

EXECUTIVE SUMMARY

THE PROCESS OF DEVELOPING AND WORKING A STRATEGIC PLAN

Strategic planning is about change. It is a dynamic process in which an organization honestly assesses its current state; identifies the areas on which it must focus (**develops a mission**); creates a vision of a future, better version of itself (**creates a vision**); and defines targets it must hit to realize its vision (**defines goals and objectives**). The challenge then becomes having all members of the organization know the mission, operate in alignment with the organization's values, and focus energy and resources on achieving the goals and objectives. All this must be accomplished while being fiscally responsible and while continually adjusting to account for changes in the operating environment.

8) Try to make your plan over a 5 year period. Answer What? Why? How? **CMFD STRATEGIC PLAN 2014-2019**

In order to paint a realistic picture of what Copper Mountain Fire Department (hereafter referred to as Fire Department or CMFD) aspires to become, it is necessary to first understand the current state of CMFD and its constituents. This is discussed in the "Introduction/Background," "Community Profile," and "Land and Real Estate Characteristics" sections of this CMFD Strategic Plan 2014-2019. In the "Organizational Analysis" section of this document we discuss the strengths, weaknesses, opportunities and threats of the CMFD.

This CMFD Strategic Plan 2014-2019 outlines our CMFD vision and values in those respective sections. The "Goals and Objectives" section focuses on the activities necessary to meet our mission more effectively over the next five years. This CMFD Strategic Plan 2014-2019 also delineates those activities that will better prepare us for challenges beyond that horizon, into 2020 and beyond. It provides a foundation to meet our challenges, recognizing that it is a living document that will be evaluated and updated as needed and re-written every five years.

This document serves multiple functions. It is a planning tool to ensure that our department will provide emergency services to our community in a fiscally sound basis now and in the future. It serves to inform the members of our Fire Department of the necessary preparation and action to realize our vision. It serves to inform the District Board and to address the budget process.

This CMFD Strategic Plan 2014-2019 represents the efforts of all members of CMFD to honestly evaluate our department, to anticipate future community needs and resources required to meet those

needs, to develop the CMFD mission and vision, to formulate a plan to succeed in bringing superior, comprehensive, cost-effective services to our community. Thanks go to all members of CMFD in our collaborative effort to produce, edit and refine this document; and for the effort we must now make to act upon this plan.

VISION

9) Put the Vision of your department (What is important?)

- Be the best we can be.** (Strive for excellence in both emergency and non-emergency service.)
- Customer service is the focus.** (Work to provide quality services to our resident and non-resident customers.)
- Our most important assets are our employees.** (Strive to help employees reach their potential through training, mentoring, counseling, education and role model opportunities.)
- Be good guardians.** (Use fiscal and human resources in a responsible manner.)
- Teamwork is a vital part of the foundation.** (Develop partnerships and networks through active interagency and jurisdiction interface.)
- Integrity is always maintained.** (Maintain high ethics and standards.)

10) This section includes the values your department, elected officials etc have deemed important.

VALUES

Accountability - accepting responsibility for our job performances, actions, behavior and the resources entrusted to us

Commitment - individual and collective dedication of employees to their jobs, to the organization and to providing quality services to meet client/customer needs

Equal Opportunity - providing a work environment which is fair to all current and prospective employees through equal treatment in employee benefits, promotions, training, continuing education and daily responsibilities, as well as fair and equitable access for all citizens and consumers to CMFD services

Honesty - truthful, forthright interaction among employees, management and the public, which fosters trust, integrity and a lasting working relationship

Open Communication - the honest exchange and processing of ideas and information with the public, co-workers, staff, other departments and administration

CORE VALUES

Professionalism - the individual promoting honesty, respect, pride, positive self- image and team effort by adhering to a high standard of ethical conduct, competence and innovation which acknowledges criticism, accepts responsibility and strives for occupational growth

Respect - consistently demonstrating a deep regard for the diversity, needs, feelings and beliefs of all people, and acknowledging ideas and opinions of every employee, citizen and consumer. Consistent with the planning and Commission on Fire Accreditation International (CFAI) compliance goals indicated above, these core values have been delineated as an integral part of the District's commitment both to an exemplary level of service AND a moral standard of conduct above and beyond reproach.

11) What are the Core Values of your Department?

Integrity - Be honest, above board, and dedicated to serving others.

Work Ethic - Be proud, work hard, and strive for excellence in service.

Service - Provide excellence, top quality, and reliable service to our citizens and guests.

Trust - Build on the areas of common ground, "agree to disagree" but maintain the trust, and have mutual respect for any diversity among each other.

Caring - Be safe, do no harm, and be nice.

Innovation - "Get out of the box", ask why not, set the bar higher each year, and make it happen.

Motto - "Be the best we can be."

12) Explain your community profile.

COMMUNITY PROFILE

POPULATION

The number of people within CMCMD fluctuates with the hours of a normal work day and seasonal activities. Approximately 15-16 thousand people populate the District during a normal day in the winter ski season. Summit County may fluctuate by as much as 50-75 thousand people during the ski season. Off-season periods range between 25-35 thousand people. The actual homeowner population of CMCMD is about 400 people, 67% of whom also own a home out-of-state. Climax Molybdenum Mine is on the county line between Lake and Summit Counties. The main plant is in Lake County, but there is about \$200 million in new facilities for a reclamation water recovery center in Summit County approximately 5 miles from Copper Mountain. Climax employs about 400 people.

AGE

The majority of people in the District are families, retirees, working members in Summit County and professional athletes in the winter ski season. The area is visited by seasonal tourist surges in the winter and summer, with slower paced routines in the spring and fall.

13) Explain your land and real estate characteristics

LAND AND REAL ESTATE CHARACTERISTICS

CMCMD covers slightly less than 300 acres, has 4,500 acres of ski area adjacent, and has responsibility of 75-80 square miles of wild land and interstate/state highway. The Fire Department protects 63 buildings, real property and equipment valued at over \$606 million. Hazards of the response area include:

- A wide range of hazardous materials on Interstate 70 and Highway 91.
- Motor vehicle accidents/fires
- High/low angle and confined space rescue situations
- Avalanches
- Emergency medical paramedic service
- Ice and swift water rescues.

The District is at the southern and western edges of Summit County. Lake Dillon, a water supply for the city of Denver and the Front Range, is seven miles away. There are rivers that have potential flooding risks in the spring and summer runoff periods. These characteristics present our Fire Department with very diverse responsibilities and challenges to prepare for.

The District has a field elevation of 9,715 ft. The terrain surrounding Copper Mountain includes mountains on all four sides. The major transportation arteries to Copper Mountain are Interstate-70 and U.S. Highway 91.

14) Explain your economic characteristics.

ECONOMIC CHARACTERISTICS

CMCMD is a resort district. The primary source of growth is the ski resort which is slowly turning into a summer resort. The appraised value of the District is \$606 million, dispersed over approximately 300 acres, not including the ski area, which incorporates approximately 4,200 acres.

This District is growing, requires constant maintenance, and offers a unique and secure setting. Economic growth is expected to be constant over the next decade. Copper Mountain Ski Area is anticipating substantial growth over the next decade.

15) Explain your Community Risks.

COMMUNITY RISKS

Although our Fire Department is a full-service emergency response department, the predominant risks faced by CMCMD are in the low- and moderate-risk categories. EMS responses, which are considered to be a moderate risk, are the primary response-type, followed by automobile accidents, HAZMAT and technical rescue responses. The Fire Department consists of one station providing support in mutual aid agreements to Lake Dillon, Vail, Leadville and Red/White/Blue. The number and type of apparatus is determined by fire flow and travel times to our facilities. Fire flow requirements are established in accordance with Insurance Services Organization (ISO). We are an ISO (Insurance Services Organization) class 4 and were last rated in 2007.

16) Include your background in your own words.

BACKGROUND

WHY WE ARE HERE

Each year throughout the United States, fires kill thousands, injure hundreds of thousands and destroy billions of dollars in property. Heart attacks, car accidents, hazardous materials spills, acts of terrorism and catastrophes such as flooding and avalanches are responsible for deaths, injuries and destruction. We are an all-hazard response and customer service agency.

17) Include Mission, Focus Areas, and Principles in your own words.

MISSION, FOCUS AREAS & PRINCIPLES OF THE FIRE DEPARTMENT

The CMFD Mission Statement is “Dedicated to superior service through prevention, education, response, and community involvement.” CMFD provides programs designed to protect the lives and property of the inhabitants and visitors to CMCMD from the adverse effects of fires, medical emergencies, and exposure

to hazardous conditions created by man or nature. We will uphold our responsibility to employ our specialized knowledge and skills specific to protecting one of the nation’s premier resorts. Our efforts to minimize fire incidents at CMCMD will be achieved through aggressive fire prevention inspections, public education and company-level inspections.

We are a dedicated team of professional firefighters, both career and volunteer, acting in partnership with the community to accomplish our mission which results in a mitigation and reduction of loss of life and property due to fire, accident, or disaster.

We are ready, willing, and able to provide quality fire protection services through education, prevention, engineering, and firefighting activities.

CMFD upholds certain ideals – core values that are the heart and soul of our proud heritage and essential to our future success. These core values – integrity, work ethic, service, trust, caring and innovation – are essential characteristics that will help in our daily operations and building for our future. CMFD embraces these values for on- and off-duty behavior through the following principles:

Ethical Behavior	Professionalism	Loyalty
Customer Focus	Commitment	Honesty
Valued Heritage	Teamwork	
Open-Mindedness	Selflessness	

CMFD has three focus areas that serve as our general doctrine. These focus areas are listed in priority:

- Fire Fighter Safety
- Efficient Operations
- Professional Behavior

To Support our mission and focus areas, our Fire Department has prioritized four key organizational principles:

- Support a safe, healthy and diverse workplace.
- Establish and maintain the highest quality fire suppression and EMS programs
- Establish a strong community relations program, particularly in the area of fire prevention and public education.
- Promote lifelong learning with an emphasis on high, professional standards and higher education.

18) S.W.O.T. Analysis of your department.

ORGANIZATION SWOT ANALYSIS

(Strengths, Weaknesses, Opportunities and Threats)

INTERNAL STRENGTHS

Professionalism drives and defines our Fire Department. Our training facilities, excellent equipment and outstanding training program encompass a thorough, hands-on learning environment. Our firefighters are experienced in confined space, trench rescue, auto extrication and low/high angle rescue, wild land fire, EMS, Hazardous Materials (HazMat), ice rescue, swift-water rescue, and search and rescue. Our Department embraces professional credentialing, as evidenced by the fact that all firefighters are certified at the standard requirements and are certified as emergency medical technicians (EMT), wild land and paramedic, and hazardous material technician certifications. Our commitment to excellence provides a quality service to our customers.

INTERNAL WEAKNESSES

The department has fourteen (14) personnel at this time. Fire apparatus on the department are in need of a replacement program to include replacing all apparatus over the next five (5) years.

We will also pursue bringing back the Assistant Chief position. We shall continue to advocate the importance of this position to the District Board and local leadership at every opportunity. Lastly, we do not have a ladder apparatus. Without a ladder company apparatus, we are unable to rescue any citizens trapped or stranded above the third floor. Additionally, we expect an ISO review within the next 12 months, and our ISO rating will drop considerably without an aerial apparatus. This would adversely affect homeowners' and business owners' fire insurance rates.

EXTERNAL OPPORTUNITIES

We participate in training (classroom and fire ground) at the High County Training Center. This Fire Department takes pride in the solid partnerships it has formed with other agencies through our mutual aid agreements. We have proven to be a reliable organization for emergency responses to assist our neighbors. Wild land fires are increasing and CMFD is able to respond either a Type 6 or Type 1 engine to augment jurisdictions that have to fight this onslaught.

EXTERNAL THREATS

Most likely threats to CMCMD are wild land fires, EMS, auto accidents, or people acting alone and considering arson at our ski area. Fire Department exercises focus on these situations and our preparations for these events are continually addressed in our department. During these events the fire department provides fire suppression/fire response and HazMat response support, including preventing, controlling, and extinguishing wild land and all other types of fire; and performs related rescue, first-aid and property conservation due to the effects of fire. Incident management will be in accordance with NIMS and the Incident Command System. Within this system the Incident Commander (IC) is a trained and experienced responder who provides on-scene tactical control using subject matter experts (SME) and support from other departments. CMFD recognizes the criticality of highly trained ICs and is training and certifying members that may fill this roll. CMFD is the first department in the nation, and in the world, to have 100% of its members certified Incident Safety Officers (ISOs).

19) Include short, medium and long-term goals (Realistic, Date specific, Responsible Party) **GOALS & OBJECTIVES**

Goals supported by elected officials)

Goal #1 Minimize death, injury and property losses in our community

The primary CMFD priority is life safety. We expect the Fire Department and its members to make every effort to prevent injury and the loss of life within the community. The Fire Department is organized, trained and equipped to provide aggressive, offensive firefighting tactics. Furthermore, this endeavor will be accomplished through a sound, diverse fire prevention/education program that enhances safety by conveying a better understanding of fire prevention and safety techniques.

Goal #2 Provide an effective, timely, and efficient emergency response capability to all CMFD first due areas.

In regards to the delivery of emergency services, the Commission on Fire Accreditation International (CFAI) has determined that three key elements affect life safety and the economic impact to a community. They are distribution of responding personnel and equipment, and proper staffing. Distribution concerns the station and resource locations needed to assure rapid response deployment to minimize and terminate emergencies. Concentration is the spacing of multiple resources arranged so that an initial and effective response force can arrive on-scene within sufficient time frames to stop the escalation of an emergency. Staffing levels are the minimum numbers of personnel assigned to each company to initiate the critical tasks. The goal of the Fire Department is to apply all three elements in our response objectives to all areas of CMCMD.

Goal #3 Provide the absolute safest possible environment for our firefighters.

This organization is absolutely committed to our goal of eliminating all preventable firefighter injuries. This goal is achievable, and will be implemented through the use of personal and organizational operational risk management, implementing sound business practices in everything we do, and through

the use of technology. Firefighters will be provided the latest in safety equipment and fire apparatus will be appropriately staffed to meet our standard of cover. Safety will be incorporated into everything we do.

Goal #4 Ensure employees are appropriately trained to meet mission requirements.

Providing world-class fire-fighting skills to the CMFD fire fighters is no accident, and it begins with timely and professional training. This Fire Department will provide to its members the training needed to acquire psychomotor skills they need to respond to the assortment of different emergency situations they may encounter. Internal training classes will be supplemented with outside agency courses to ensure a wide variety of training avenues to maintain the skill levels of all employees.

Goal #5 Provide timely and professional fire inspection enforcement, public fire education and fire protection engineering services to our community.

A professional fire prevention and public fire education program is the cornerstone of the mitigation of risk at CMCMD. Extraordinary efforts this year have resulted in upgrades in fire service response. Through our outstanding education and prevention program, CMFD has realized a very minimal fire loss rate over the past five years (approximately \$2,500). Public fire education programs are as diverse as they are comprehensive. Fire inspections are instructional versus punitive. This organization is committed to maintaining our gains and continuing to pursue innovative methods to enhance the community risk-reduction program at CMFD.

Goal #6 Maintain positive relationships with surrounding communities to ensure continued cooperation during incidents that exceed our capability.

Our fire department relies on its neighbors to assist in executing this mission. The fact is that during large scale operations, any agency can become quickly overwhelmed. We will continue to foster great relations with our neighbors through a variety of methods, including joint training, participation in local firefighting community events and participation in mutual aid meetings. Mutual Aid Agreements will be reviewed and support will be provided to requests for assistance when our department fire protection coverage permits it. Automatic aid agreements will be looked at where improvements and partnerships can be made.

Goal #7 Implement project to acquire a new Quint apparatus within 12 months.

An \$871,788 quint purchase will go a very long way in providing proper fire protection to the District. The goal is to make the purchase by or before January, 2015, with delivery within 10 months after that decision and approval. **(Subject to Board of Directors' approval)**

Goal #8 Improve/Enhance Emergency Communications Center (ECC) operations.

CMFD is a co-located Emergency Control Center (ECC) with emergency response agencies in Summit County. This will initially be done with Dispatch giving out call type and address only. Our ultimate goal is to lower call processing time from three (3) minutes and thirty-five (35) seconds to less than ninety (90) seconds.

Goal #9 Promote a high degree of professional behavior for all members of the CMFD.

A three-tier approach to promoting professional behavior in our department will include communications, recognition and employee input. While regular staff meetings are important, monthly updates and performance briefings through both verbal and written communication(s) to the operations' shifts will be used as a primary communications medium. Finally, employee input will continue to be sought, not only in the budget and acquisition process, but also in the development of policies that shape this Fire Department, with the final decision resting with the Fire Chief.

Goal #10 Create vehicle replacement program for the next five years.

1. Quint apparatus - sign contract in 2014, with delivery in 2015. (\$871k)
2. Replace 4-wheel drive engine with new Type 1 pumper in 2015, with delivery in 2016. (600k)
3. Replace Type 6 engine with new engine in 2016. (\$300k)
4. Consider purchase of Type 3 engine in 2016, with delivery in 2017. (\$450k, an option)
5. Replace Command vehicle in 2016. (\$40k)
6. Replace Fire Prevention vehicle in 2016 (\$40k)
7. Replace Squad-1 with a similar vehicle (\$150k)
- 8.*Total is approximately \$2,001,000.

(Subject to Board of Directors' Approval)

Goal #11 Get all Department members certified as Incident Safety Officers (ISOs) in 2014.

All employees study for and pass the exam for ISO.

Goal #12 All employees complete NIMS 300 and 400 level of training in 2015.

All employees who have not taken and passed the two courses will take the two courses and pass successfully.

Goal #13 All employees will start Command Level & Fire Officer training in Fire Suppression/Blue Card in 2015, with successful completion by January 1, 2016.

Employees will begin the 50 hours of fire officer development training, studying for a minimum of one hour per shift, with completion by January 1, 2016.

Goal #14 Create an employee evaluation process that helps firefighters understand how to better succeed, with completion by January 1, 2016.

1. Provide proper training to employees conducting evaluations
2. Conduct competency evaluations
3. Develop and implement performance standards (fire and EMS)
4. Develop a training and education plan for each position

Goal #15 Develop and implement a new firefighter orientation/training program/schedule to be implemented starting March 1, 2016.

This program should include a workbook with vital skills as well as department tradition and history, to be studied by the new employee (firefighter) and overseen and checked-off by an officer for both first- and second-year Fire Department employees.

- First-year handbook to be completed by 3/1/16.
- Second-year handbook to be completed by 8/1/16.

Goal #16 Develop and implement a method by which firefighters can be rewarded for education/training/certification (often referred to as a step program), to be implemented by 2017. (Subject to Board of Directors' approval)

This program is utilized at many fire departments nationwide and helps to motivate firefighters to not only grow their knowledge and skill levels, but also to encourage them to stay committed to the Department by giving them more control over their own financial growth.

Goal #17 Develop and implement a more appropriate and rigorous physical fitness test and program to include not only evaluation of where a firefighter currently is, but goal setting for improvement, as well as documentation of those goals and achievement benchmarks, to be implemented by January 1, 2018.

- This program should include a workbook for each firefighter with last physical evaluation, goals, and a worksheet to track improvements toward those goals.
- This program will also include research on a more appropriate yearly physical test in accordance with the duties associated with being a firefighter.

Goal #18 Hiring of one firefighter per shift, hiring a total of three firefighters, which will allow the Fire Department to respond with two pieces of fire apparatus. (Goal of completion by July 1, 2016; Subject to Board of Directors' approval.)

This program will allow the Fire Department to put three people on one engine and two people on another engine. This enables the department to handle two simultaneous alarms at once, while giving it the advantage of putting an additional fire apparatus on the scene. The additional apparatus will assist with manpower for quick attack, emergency care, investigation of the fire situation for quick assessment of the emergency, and additional safety and GPM (gallons of water per minute) for handling the emergency scene. **(Subject to Board of Directors' approval)**

Goal #19 Hiring of one additional firefighter per shift (hiring a total of three firefighters), allowing the department to respond with two pieces of fire apparatus as well as cross-staffing a full-time ambulance at CMFD for better and more efficient District coverage.

(Goal of completion by July 1, 2019; subject to Board of Directors' approval.)

- This program will allow the department to staff a full-time ambulance. The crew can be used in a fire emergency and the fire officer will make the decision as to whether s/he responds on an ambulance or fire apparatus. This will depend on the type of emergency.
- Having an ambulance responding on a structure fire, medical or vehicle accident will allow the rest of Summit County ambulances to stay in their area for coverage, or to provide backup coverage for Copper Mountain.
- This program will allow more options for more coverage for Copper Mountain and its first-due district.

(Subject to Board of Directors' approval.)

(*Note: the Department employees may suggest additional goals to add to this document. The Fire Chief will send this out to the Department so that they can review, comment, and suggest more outcome possibilities.)

20) Your department budget analysis.

CMFD BUDGET ANALYSIS

The fire department budget for 2014 is \$1,627,700. Common expenditures include protective clothing/equipment/supplies for firefighters, firefighting agent, training materials, training schools, fire prevention materials, and fire vehicle upkeep.

In relation to the goals of this department we intend to continue funding the health and safety requirements such as Personal Protective Equipment (PPE) and ensure equipment maintenance is at the forefront in providing our firefighters with safe operational equipment.

21) (Optional) This allows elected officials and public to see your cooperative agreements)
EVALUATION OF EXISTING INTERAGENCY AGREEMENTS

Agreements with the following agencies have a significant impact on the mission of the Department:

- | | |
|--|---|
| <input type="checkbox"/> Lake Dillon Fire-Rescue | <input type="checkbox"/> Nat'l Wildfire Coordinating Group |
| <input type="checkbox"/> Vail Fire Department | <input type="checkbox"/> Copper Mountain Ski Patrol |
| <input type="checkbox"/> Leadville/Lake County Fire-Rescue | <input type="checkbox"/> Summit County Sheriff's Office |
| <input type="checkbox"/> Red, White and Blue Fire District | <input type="checkbox"/> Frisco Police Department |
| <input type="checkbox"/> Summit County Ambulance Service | <input type="checkbox"/> CO Div. of Fire Prevention & Control |
| <input type="checkbox"/> Summit County Rescue Group | |
| <input type="checkbox"/> U.S. Forest Service | |

The purpose for each of these agreements is clearly defined within the terms of the agreements. As part of our review of the Strategic Plan, the effectiveness of interagency agreements is evaluated and alternatives to improve service delivery are examined. Interagency relationships have provided the Department and the community with cost-effective methods of maintaining adequate emergency services.

CAPITAL IMPROVEMENTS PROGRAM (CIP)

(At this time we are going out to bid to an engineering firm to help us predict expenses for the next 20 years. This report will hopefully be completed by April, 2015.)

22) Pictures of the members of your department. This gives faces to your department.

COPPER MOUNTAIN FIRE DEPARTMENT MEMBERS
“SERVING YOU & YOUR COMMUNITY”

**CHIEF
GARY
CURMODE**



**FIRE
MARSHAL
DAN MOROZ**

**L
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TIM SCHLOUGH

TODD HEBEBRAND

RYAN COLE

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CHARLIE JOHNSON

JOE FAVA

MARK NIELSEN

**COPPER MOUNTAIN FIRE DEPARTMENT MEMBERS
"SERVING YOU & YOUR COMMUNITY"**

**P
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R
A
M
E
D
I
C
S**



CHRIS ROMANO

CUYLER CAMERON

ROSS ORTON

**F
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R
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R
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JIM FARQUHAR

TY HUMPHRIES

SHANIN THEISS

**V
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E
R
S**



CAM BATES

TONY MARZO

PAUL CAMILLO

COPPER MOUNTAIN CONSOLIDATED METROPOLITAN DISTRICT

CLERK-TREASURER



MISSY STABILE

**She is a tremendous asset and help to the Fire Department.
We consider her a dependable and vital part of our team.**