



CITY OF NORMAN, OK
AD HOC PUBLIC SAFETY PLANNING AND FUNDING
COMMITTEE MEETING

Development Center, Room B, 225 N. Webster Ave., Norman, OK 73069
Wednesday, October 07, 2026 at 4:00 PM

AGENDA

It is the policy of the City of Norman that no person or groups of persons shall on the grounds of race, color, religion, ancestry, national origin, age, place of birth, sex, sexual orientation, gender identity or expression, familial status, marital status, including marriage to a person of the same sex, disability, relation, or genetic information, be excluded from participation in, be denied the benefits of, or otherwise subjected to discrimination in employment activities or in all programs, services, or activities administered by the City, its recipients, sub-recipients, and contractors. In the event of any comments, complaints, modifications, accommodations, alternative formats, and auxiliary aids and services regarding accessibility or inclusion, please call 405-366-5424, Relay Service: 711. To better serve you, five (5) business days' advance notice is preferred.

ROLL CALL

1. ELECTION OF CHAIR AND VICE-CHAIR TO THE AD HOC PUBLIC SAFETY PLANNING & FUNDING COMMITTEE

DISCUSSION ITEMS

2. CONSIDERATION OF APPROVAL, REJECTION, AMENDMENT AND/OR POSTPONEMENT OF 2026 SCHEDULE OF MEETINGS
3. DISCUSSION OF PUBLIC SAFETY STUDY AND IMPLEMENTATION

MISCELLANEOUS COMMENTS

ADJOURNMENT

**PLEDGE TO FOLLOW ETHICS POLICY
FOR
APPOINTED AND ELECTED CITY OFFICIALS**

Pursuant to the City of Norman Ethics Policy, appointed and elected City of Norman officials shall not participate in any matter in which they have a pecuniary interest or an actual conflict. A actual conflict includes any set of circumstances wherein an elected or appointed official would be required to take an action or make a decision regarding a cause, proceeding, application or any other matter where he or she holds a direct benefit, detriment, or employment consequence.

If the appointed or elected official believes he or she has a conflict, then that official should disclose that conflict to the board, council, or commission of which he or she is a member. If the conflict is pecuniary or direct, that official should recuse himself or herself from any participation and voting. Any elected or appointed official may seek the counsel of the City Attorney's Office on questions regarding the interpretation of the ethics guidelines or other conflict of interest matters.

Appointed and elected officials shall agree to comply with the ethics guidelines as stated above and as contained in the City of Norman Ethics Policy.

I, _____, pledge to comply with the City of Norman Ethics Policy as adopted by the Norman City Council.

Official's Signature

Date

Name: _____

Address: _____

Phone Number: _____

Position: _____

R-2627-47

A RESOLUTION OF THE COUNCIL OF THE CITY OF
NORMAN, OKLAHOMA APPOINTING THE AD HOC
PUBLIC SAFETY PLANNING AND FUNDING
COMMITTEE TO EVALUATE SUSTAINABLE
METHODOLOGIES FOR FUNDING LONG TERM
PUBLIC SAFETY CAPITAL AND STAFFING NEEDS.

- § 1. WHEREAS, the voters of Norman approved a temporary, seven-year dedicated portion of sales tax (0.5%) for funding public safety needs in 2008 ("PSST I"); and
- § 2. WHEREAS, PSST I funding, to the extent feasible from the revenues generated from the dedicated sales tax, was designated for the addition of forty-one (41) additional police personnel and thirty (30) additional fire personnel, vehicles and equipment for such personnel, acquiring, constructing, and equipping Fire Stations 8 and 9, and the promotion of community policing; and
- § 3. WHEREAS, prior to the expiration of PSST I, the voters approved a permanent dedicated portion of sales tax (0.5%) to replace PSST I upon its expiration ("PSST II"), for the purposes of funding, to the extent feasible from the revenues generated from the dedicated sales tax, the retention of the seventy-one public safety personnel funded by PSST I, the addition of thirteen (13) police personnel to implement a school resource officer program, the addition of four emergency communication officers, the addition of two emergency vehicle mechanics, replacement of city radio communication systems, construction of emergency operations and dispatch facility, replacement of fire trucks and apparatus, relocation and reconstruction of Fire Station No. 5, and any associated debt service for these purposes; and
- § 4. WHEREAS, the City has worked to fully implement the promised PSST II program, with the final remaining project, relocation and reconstruction of Fire Station No. 5, beginning in the coming months; and
- § 5. WHEREAS, the City has undertaken studies evaluating future staffing and facility needs for the Police and Fire Departments; and
- § 6. WHEREAS, PSST II funding is insufficient to meet these future staffing and facility needs; and
- § 7. WHEREAS, the Norman City Council desires formal citizen input and recommendation on long term funding mechanisms to ensure the public safety needs of the community are met.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORMAN, OKLAHOMA:

- § 8. Establishment of the Ad Hoc Public Safety Planning and Funding Committee. The Ad Hoc Public Safety Planning and Funding is established to review long-term public safety staffing and facility needs and recommend funding mechanisms to City Council to address such needs.



- § 9. Appointment and Number of Members. Members of the Ad Hoc Public Safety Planning and Funding Committee shall be appointed as set forth herein. The Committee shall consist of 13 voting members and memberships shall not be current City employees, officials, contractors or vendors of the City.
- § 10. Purposes of the Ad Hoc Public Safety Planning and Funding Committee. The Ad Hoc Public Safety Planning and Funding Committee shall review existing and planned studies for the future staffing and facility needs related to the Police Department and the Fire Department; review other known or identified staffing, facility and equipment needs related to public safety, including, but not limited to cybersecurity and an outdoor warning siren replacement program; consider various long-term funding mechanisms to meet the identified needs; and make recommendations on long-term funding solutions for the identified public safety needs to the City Council.
- § 11. Monthly Reporting to City Council. Staff shall facilitate the submission of a written progress report of the Committee's activities for each month in which the Committee meets.
- § 12. Selection of a Chair; Committee Meeting Schedule. The Committee shall select a Chair and a Vice-Chair at its first meeting, and the Chair shall endeavor to set a meeting schedule for which all members can be available, and at a frequency that enables the Committee to complete its work and make its recommendation to Council within twelve (12) months of appointment.
- § 13. City Staff Support of Committee. The Committee will be primarily staffed by the City Finance Director, or his designee, with other staff support provided by the City Police Chief, the City Fire Chief, and the City Attorney or their respective designees.
- § 14. Appointments to Committee. The following residents of Norman shall be appointed to the Ad Hoc Public Safety Planning and Funding Committee:
- (1) Tony Atteberry
 - (2) Becca Bean
 - (3) Robert Castleberry
 - (4) Crystal Cruz
 - (5) Jeffrey Fields
 - (6) Ann Gallagher
 - (7) Nicholos Heflin
 - (8) Larry Heikkila
 - (9) Kyle Hurley
 - (10) Meaghan Moulton
 - (11) Andrea Miller Myers
 - (12) Robert Post
 - (13) David Tuescher
- § 15. Ex-Officio Members of the Committee. One representative from the University of Oklahoma and one representative from the Absentee Shawnee Tribe shall be invited and allowed to participate in Committee meetings as non-voting ex-officio members.

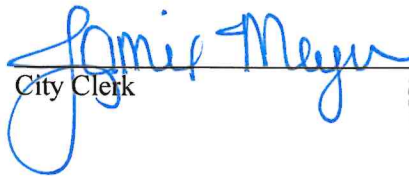
§ 16. Meetings.

- (a) All Committee meetings will be open to the public and shall follow the provisions of the Oklahoma Open Meeting Act, 25 O.S. § 301 et seq. Minutes of each meeting will be posted on the City's website.
- (b) A quorum of the committee shall consist of seven (7) members of the Committee.
- (c) Action by the Committee shall be by motion, duly seconded, and approved by a majority of the members present.

§ 17. Duration. The Ad Hoc Public Safety Planning and Funding Committee shall terminate automatically upon the receipt by the City Council of its final recommendations on long-term funding solutions, unless City Council takes affirmative action to continue to Committee.

PASSED AND ADOPTED this 22nd day of September 2026.

ATTEST:


City Clerk





Mayor, Stephen T. Holman



DEPLOYMENT REVIEW

JULY 20, 2026

NORMAN, OK

MATRIX
CONSULTING GROUP

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INTRODUCTION AND EXECUTIVE SUMMARY

The City of Norman retained the Matrix Consulting Group to conduct a focused reassessment of the fire department's deployment of resources following the previously completed Resource Allocation Study. This document presents the project team's analysis of the Norman Fire Department (NFD), community conditions, and emergency service demands to evaluate current deployment strategies and identify any necessary adjustments to resource allocation and service delivery.

SCOPE OF WORK

The scope of this study included a focused reassessment of the city's fire protection and emergency response system, covering current operations, deployment practices, staffing, and the resources necessary to deliver services effectively to the community.

This project concentrated on key components of the emergency response system, including:

- Response capabilities.
- Response-time performance and travel-time analysis.
- Deployment and location of resources.
- Availability and distribution of resources throughout the city.
- Staffing levels and workforce considerations.

The approaches used in this study were comprehensive, as described below.

APPROACHES UTILIZED IN THE STUDY

The project team updated our understanding of the fire department and any changes that occurred since the previous study. The principal approaches utilized by the project team in this study included, but were not limited to, the following:

- Data Collection – the project team collected a wide variety of external and internal data documenting the structure, operations, and organization, including:
 - Staffing and scheduling.
 - Documentation reflecting operations management.
 - Numerous output data points reflect services provided.
 - Various other performance information and indicators.

Data was collected over the past several months to update the assessment.

EXECUTIVE SUMMARY

The NFD operates nine fire stations with 164.5 authorized full-time positions, including 162 sworn personnel, and maintains a daily minimum of 40 personnel across a three-platoon schedule. The department responded to 19,868 calls for service in 2024, averaging about 54 per day, of which roughly 57% were medical. Norman's population reached approximately 131,000 in 2024 and is projected to grow by about 18% over the next two decades, driven by 48 identified development projects expected to add nearly 10,900 new housing units, concentrated in the city's western and southern sections. Overall call volume is projected to rise by roughly 45% over the coming decade, with medical demand growing fastest, underscoring the need to align future deployment with where development is occurring.

KEY FINDINGS AND RECOMMENDATIONS

The reassessment confirms that the department's current deployment model remains fundamentally sound, while identifying targeted facility and positioning decisions to sustain service levels as the city grows:

- **Support functions:** Administration, training, and fire prevention functions are most effective when co-located with operations. The City should pursue a consolidated headquarters model that keeps support staff connected to field personnel and the department's emergency response mission.
- **Station 1 (Central District):** The existing facility has significant deficiencies and is a strong candidate for replacement. Rebuilding at or near the current site offers the strongest operational performance; relocation to West Main Street at South Santa Fe Avenue (Location 1C) is a viable alternative if the City prioritizes a more visible downtown civic presence. The choice is largely a policy decision rather than a response capability decision.
- **Station 7 / North Base:** Station 7 remains operationally well-positioned. Adjacent vacant land presents an opportunity to develop a consolidated Fire Department Headquarters campus integrating operations, administration, prevention, training, and fleet support.
- **Station 10 (South Region / Zone 3):** This rapidly growing area is served only by more distant resources to the north. A new Station 10 at 24th Avenue SE and Cedar Lane Road is the preferred location.
- **Station 11 (North Central / Zone 7):** A new Station 11 at Tecumseh Road and 24th Avenue NE remains the preferred site. The Oklahoma Turnpike Authority's East-West Connector has advanced into construction, with the western segment (I-44 to I-35) expected to open to toll traffic by the end of 2027.
- **Station 5 (East Region / Zone 5A):** The existing facility is beyond its useful life and should be relocated and replaced near Highway 9 and Clear Bay Avenue to improve coverage south of Lake Thunderbird.
- **Station 12:** The site at 108th and Franklin remains a placeholder pending completion of the East-West Connector and finalization of the North-South Connector and may shift as development along the corridor takes shape.

- **South Extension interchanges:** Interchanges at Tecumseh Road, Alameda Drive, and Highway 9 would benefit fire department service delivery along the corridor and align with current and future station planning.

Collectively, these recommendations position the Norman Fire Department to maintain reliable response performance and balanced coverage as the community continues to grow.

NORMAN FIRE DEPARTMENT ORGANIZATION

This section provides an overview of the Norman Fire Department's general characteristics.

BACKGROUND

Norman was founded during the Land Run of 1889, and its development is closely linked to Oklahoma's broader history. The settlement grew around the University of Oklahoma, established in 1890. The university remains central to the city, with academic programs in meteorology, engineering, and law, and houses the Fred Jones Jr. Museum of Art and the Sam Noble Oklahoma Museum of Natural History.

Norman's economy is concentrated in education, government, and healthcare. The University of Oklahoma is the largest single contributor, supplying employment and a trained labor pool. The technology sector has developed alongside these established industries, consisting of both startups and established firms.

The climate is temperate, with hot summers, mild winters, and moderate year-round precipitation. Norman lies within Tornado Alley and experiences frequent severe weather, including thunderstorms and tornadoes, primarily in spring and early summer.

The city operates under a council-manager form of government. The City Council consists of eight ward representatives and the Mayor. The Council appoints a City Manager, who serves as the principal executive officer and is responsible for implementing Council policy, managing daily operations, and supervising city employees. The City Manager's specific duties include preparing the budget, directing departmental activities, and hiring department heads.

DEMOGRAPHIC PROFILE

The following table illustrates the city's demographic profile and the changes that have occurred since 2010.

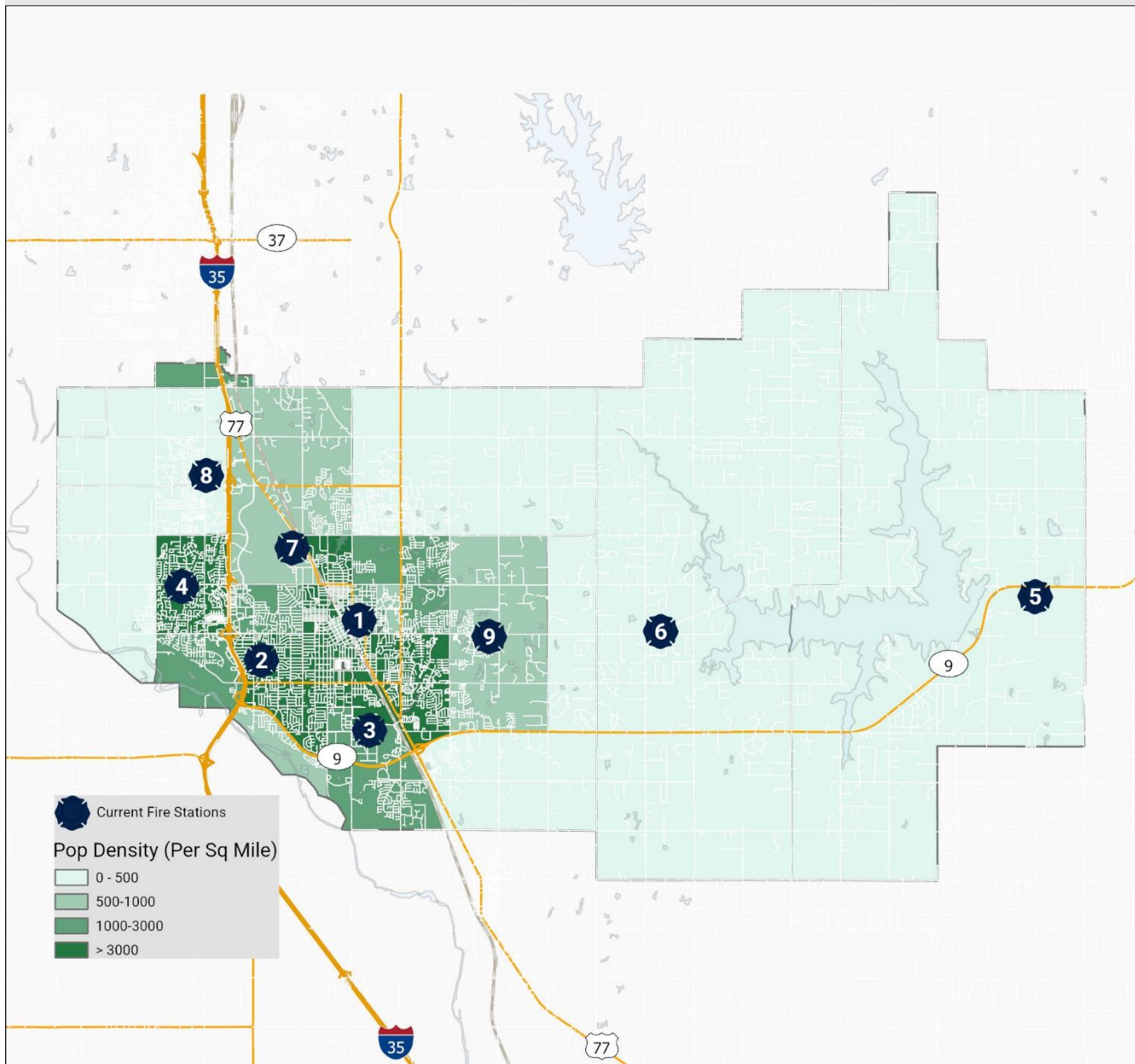
CITY OF NORMAN DEMOGRAPHICS

US Census Bureau	2010	2020	2024
Estimated Norman Population	110,925	124,086	131,008
Median Age	30.4	30.9	34.1
Children Under Age 5	6.8%	4.5%	4.0%
Children Ages 5 to 19 years	18.6%	20.7%	19.5%
Persons Age 20 to 59 years	60.4%	57.6%	54.2%
Persons Age 60 and Over	14.2%	17.1%	22.3%
Families in Poverty	11.8%	7.7%	6.4%
Civilian Labor Force Unemployed	9.8%	5.5%	3.7%
Median Household Income	\$43,020	\$58,111	\$73,618
Employment Sectors:			
Agriculture, Forestry, Fishing	0.8%	2.0%	1.2%
Construction	4.3%	5.4%	3.8%
Manufacturing	4.4%	6.1%	7.0%
Wholesale Trade	1.9%	1.6%	0.8%
Retail trade	10.4%	10.8%	10.9%
Transportation, Warehousing, Util.	1.5%	3.5%	3.5%
Information	1.7%	2.5%	2.1%
Finance, Insurance, Real Estate	6.8%	4.2%	4.7%
Professional, Scientific, Mgm't.	9.3%	9.8%	11.6%
Education, Health Care, Soc Svcs.	32.3%	29.5%	31.0%
Arts, Entertainment, Recreation	13.1%	12.1%	8.8%
Other Services	6.3%	6.1%	7.1%
Public Administration	7.3%	6.5%	7.3%

Since 2010, the city has grown by about 18%, gaining about 20,000 more residents. The average age in the city rose from 30.4 in 2010 to 34.1 in 2024. Average household income has increased by about 71% in the last fourteen years, and the number of families living in poverty has dropped by about 5%.

The following map shows population density by census block.

Norman Population Density



ORGANIZATION

The Fire Chief oversees five divisions: administration, emergency management, fire prevention, training, and operations. Each Division has a head who leads its direct reports in accomplishing the Division's mission.

MISSION STATEMENT

The Norman Fire Department is committed to the preservation of life and property by providing quality and efficient services to our citizens, businesses and visitors.

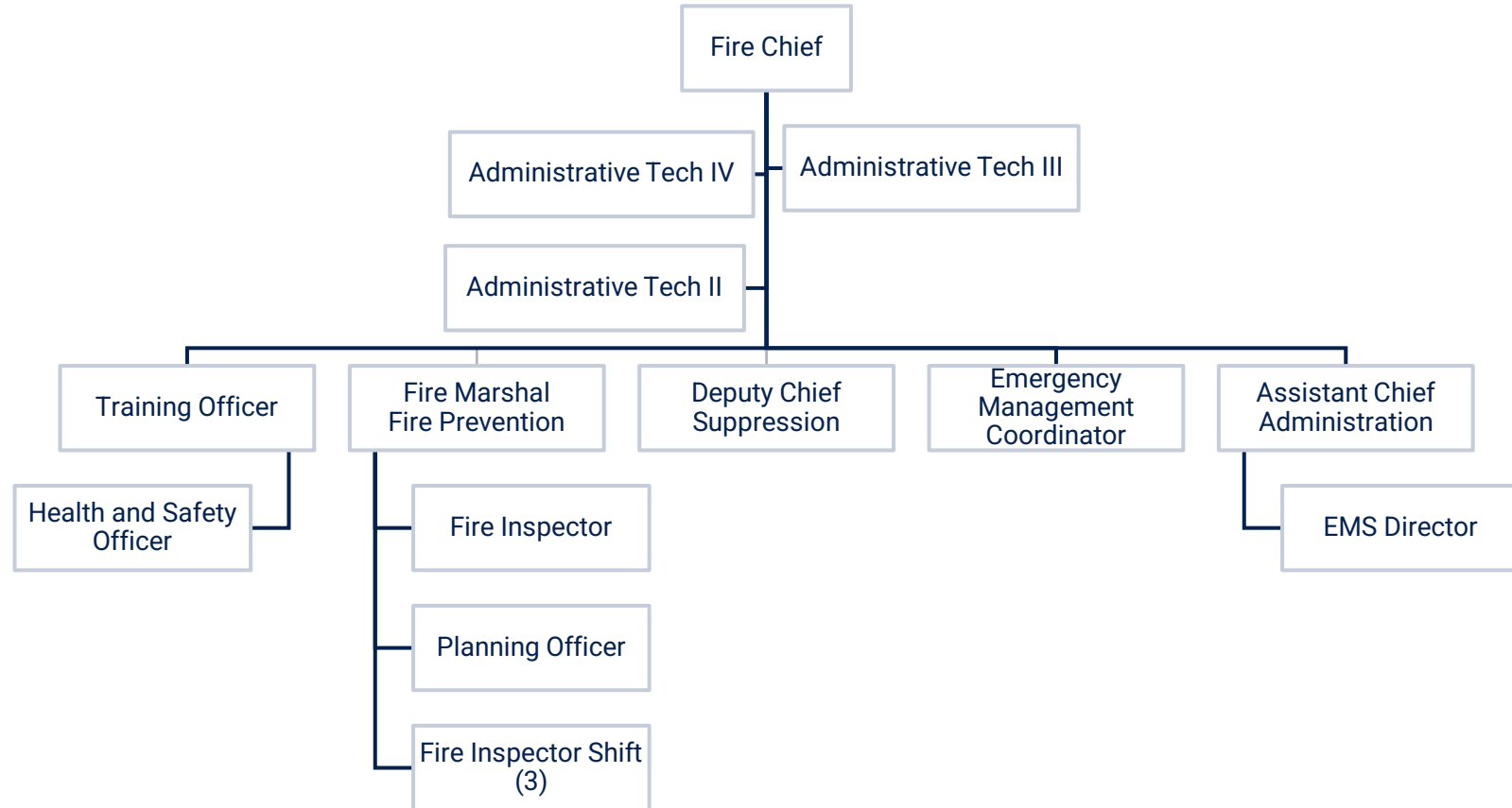
Authorized Personnel

The following table illustrates the fire department's authorized personnel (FTE).

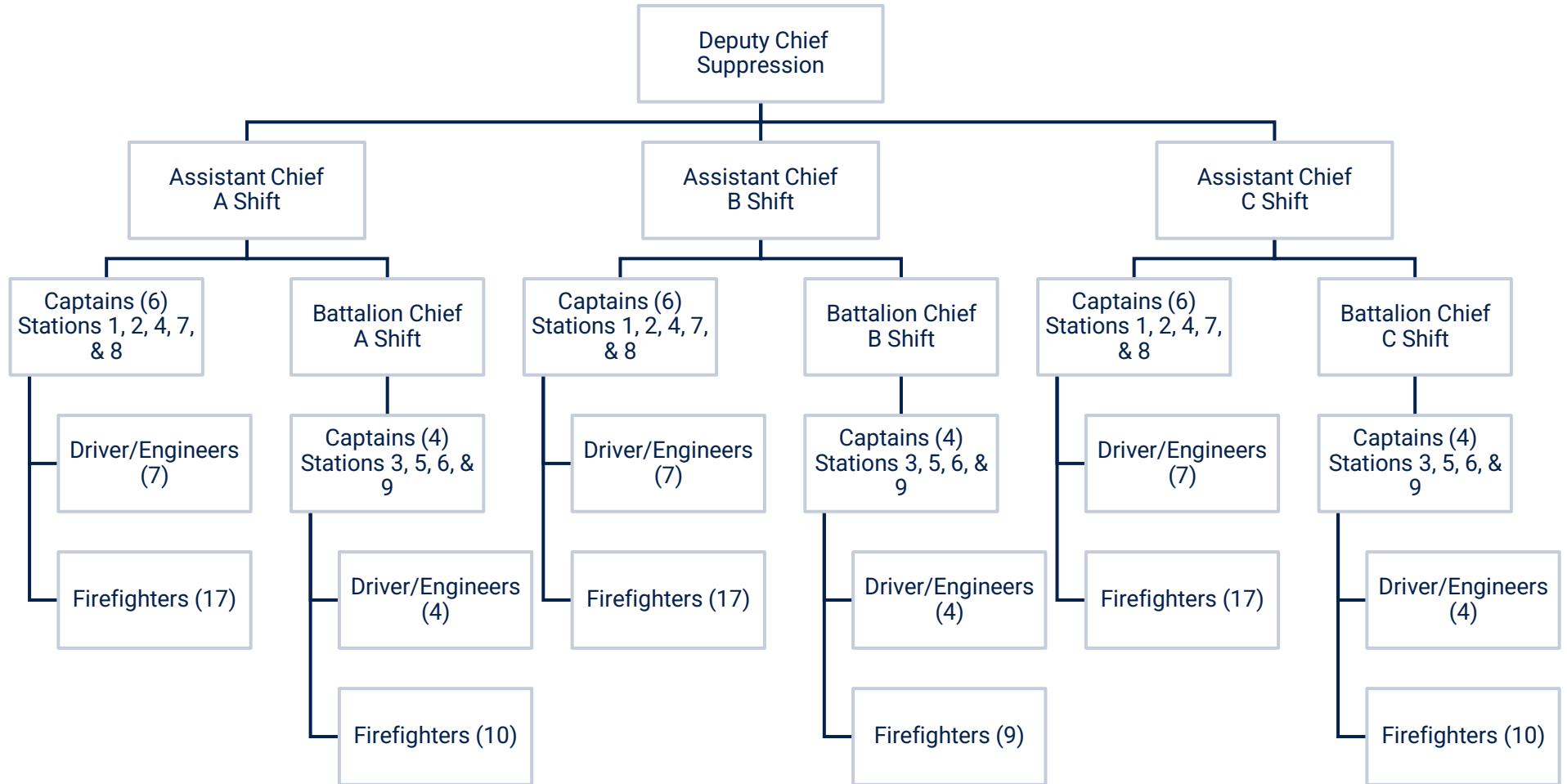
Unit	Curr.	Auth.
Office of the Fire Chief		
Fire Chief	1	1
Administrative Tech IV	1	1
Administrative Tech III	1	1
Administrative Tech II	0.5	0.5
Sworn	1	1
Civilian	2.5	2.5
Total Staff	3.5	3.5
Administration Division		
Assistant Chief	1	1
EMS Director	1	1
Sworn	2	2
Civilian	0	0
Total Staff	2	2
Training Division		
Training Officer	1	1
Health and Safety Officer	1	1
Sworn	2	2
Civilian	0	0
Total Staff	2	2
Fire Prevention Division		
Fire Marshal	1	1
Fire Inspector (Daytime)	1	1
Fire Inspector (Shift)	3	3
Planning Officer	1	1
Sworn	6	6
Civilian	0	0
Total Staff	6	6

Emergency Management Division		
Emergency Management Coordinator	1	1
Sworn	1	1
Civilian	0	0
Total Staff	1	1
Operations Division		
Deputy Chief	1	1
Assistant Chief	3	3
Battalion Chief	3	3
Captain	30	30
Driver Engineer	33	33
Firefighter	80	80
Sworn	150	150
Civilian	0	0
Total Staff	150	150
Total Fire Department		
Sworn	162	162
Civilian	2.5	2.5
Total Staff	164.5	164.5

NORMAN FIRE DEPARTMENT ORGANIZATION CHART



NORMAN FIRE DEPARTMENT SUPPRESSION OPERATIONS ORGANIZATION CHART



LEADERSHIP AND ADMINISTRATION

The Office of the Fire Chief supervises all activities in the Fire Department. It is responsible for short- and long-range department planning, budget formulation and administration, personnel administration, and the assembly and effective distribution of all fire department resources.

Administration Division

The Administration Division supports short- and long-range department planning, budget formulation and administration, records management, and key aspects of daily operations aligned with department goals, in accordance with state and federal laws. This Division serves as the liaison for IT, Human Resources, and other city departments and works with local public safety partners. This Division oversees all Emergency Medical Responses, including personnel training in accordance with the latest standards, and maintains licensure at the state and national levels.

Emergency Management Division

The Emergency Management Division maintains the plans for mitigation, preparedness, response, and recovery operations. It also plans and organizes emergency management training for the city and coordinates the Community Emergency Response Teams (CERT).

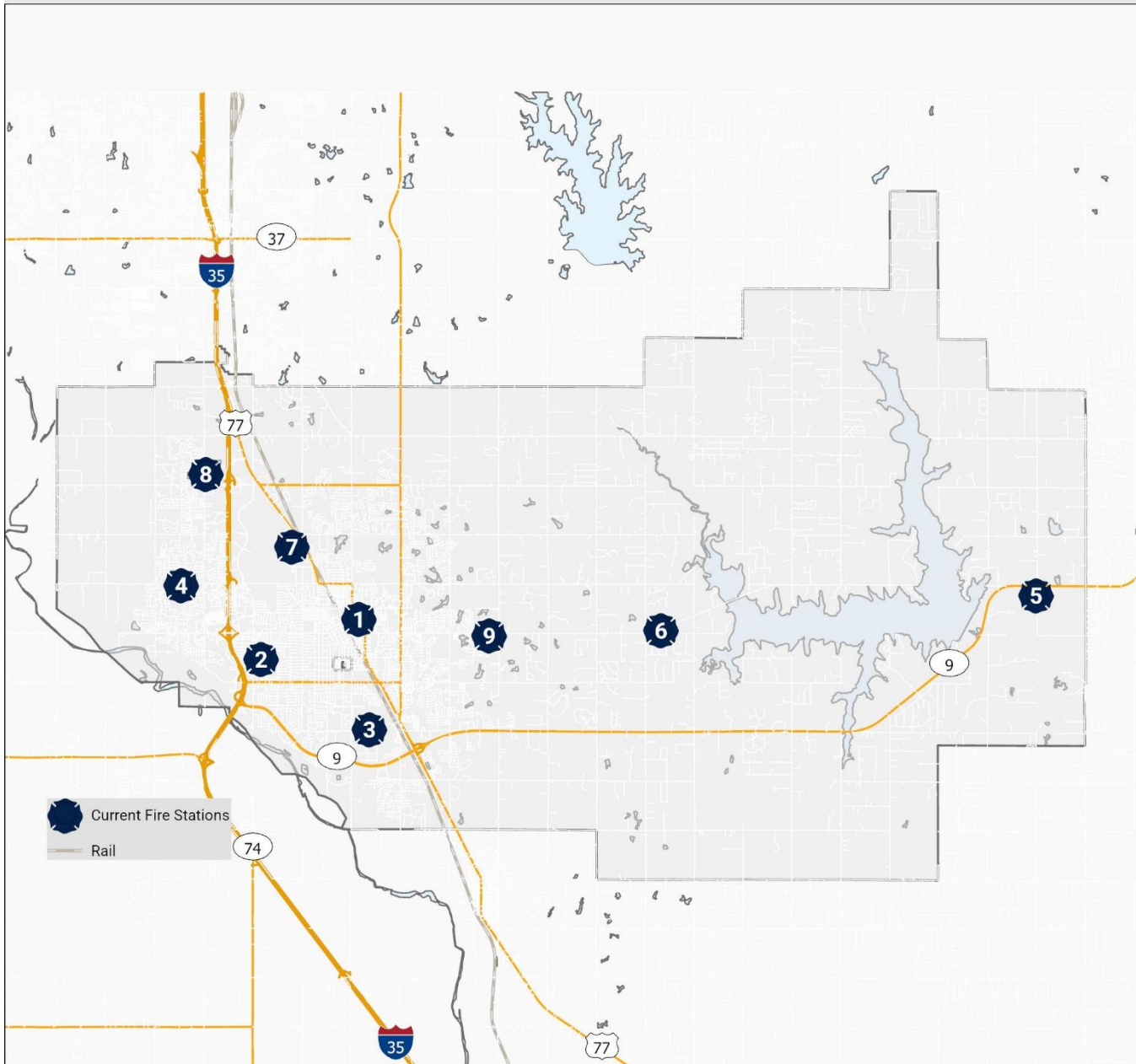
OPERATIONS

This section provides an overview of the Norman Fire Department's emergency operations.

Physical Resources

Nine fire stations currently serve the city. The following map illustrates the location of the fire stations.

Norman Current Fire Stations



The Norman Fire Department has 150 career personnel assigned to shift operations, with 50 personnel authorized per shift. Currently, B Crew operates with 49 personnel. Operations personnel operate on a three-platoon system, working 24 hours on and 48 hours off duty. The daily minimum staffing is 40 personnel, including both Chief Officers.

The following tables outline the station's apparatus and staffing.

Station 1**411 East Main Street**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Engine 1	2023 Sutphen Monarch Type 1 Engine		4
Ladder 1	2012 Pierce Velocity Aerial		1
Brush 1	2015 Ford F450 Type 6 Engine	Cross Staffed w/E1	
Reserve Brush	2009 Ford F450 Type 6 Engine		
Battalion 1	2021 Ford F250 Command		1

Station 2**2211 West Boyd**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Engine 2	2015 Pierce Velocity Type 1 Engine		4
Ladder 2	2017 Pierce Quantum Aerial		1
Brush 2	2013 Ford F450 Type 6 Engine	Crossed Staffed w/ E2	
Haz-Mat 2	2006 Pierce-Lance Haz-Mat		
Utility	2014 Ford F250 Support		

Station 3**500 East Constitution**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Engine 3	2026 Sutphen Monarch Type 1 Engine		4
Brush 3	2015 Ford F450 Type 6 Engine	Crossed Staff w/ E3	
Air and Light 3	2021 Peterbilt Air Support		
Reserve Engine	2009 Pierce Velocity Type 1 Engine	Crossed Staffed w/ E3	
Boat A	2015 Zodiac Water Rescue		
Reserve Brush	2015 Ford F450 Type 6 Engine		

Station 4**4145 West Robinson**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Engine 4	2014 Pierce Velocity Type 1 Engine		4
Tanker 4	2002 IHC Ferrera Tender	Crossed Staffed w/ E4	
Brush 4	2015 Ford F450 Type 6 Engine	Crossed Staffed w/ E4	

Station 5**1000 168th Avenue North East**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Engine 5	2020 Pierce-Arrow Type 1 Engine		4
Brush 5	2022 Ford F450 Type 6 Engine	Crossed Staffed w/ E5	

Station 6**7405 Alameda Dr**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Engine 6	2019 Pierce-Arrow Type 1 Engine		4
Brush 6	2025 Ford F450 Type 6 Engine	Crossed Staffed w/ E6	
Boat C	Zodiac Water Rescue		

Station 7**2207 Goddard Avenue**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Squad 7	2018 Pierce Velocity Type 1 Engine		4
Rescue 7	2010 Pierce Contender Rescue	Crossed Staffed w/ S7	
Brush 7	2015 Ford F450 Type 6 Engine	Crossed Staffed w/ S7	
Boat B	2015 Zodiac Water Rescue		
Bus 7	2016 Ford F550 Support		

Station 8**3901 36th Avenue North West**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Engine 8	2010 Pierce Velocity Type 1 Engine		4
Tanker 8	2015 Peterbilt PB367 Tender	Crossed Staffed w/ E8	
Brush 8	2017 Ford F450 Type 6 Engine	Crossed Staffed w/ E8	
Reserve Brush 8	2013 Ford F-450 Type 6 Engine		
Reserve Engine	2014 Pierce-Arrow Type 1 Engine		

Station 9**3001 East Alameda**

Assigned Apparatus		Staffing	
Unit ID	Resource Description	Scheduled	Minimum
Battalion 2	2018 Ford F250 Command		1
Engine 9	2017 Pierce-Arrow Type 1 Engine		4
Tanker 9	2015 Peterbilt PB367 Tender	Crossed Staffed w/ E9	
Brush 9	2017 Ford F450 Type 6 Engine	Crossed Staffed w/ E9	
Reserve Engine	2008 Pierce Type 1 Engine		

Historical Workload

The department responds to emergency and non-emergency calls for service. The following table illustrates the NFD's activities, grouped by the type of call the department responded to.

CALLS FOR SERVICE 2021 – 2024

Call Type	2021	2022	2023	2024	Total	Pct.
Auto Accidents	502	536	513	508	2,059	2.7%
Medical Calls	10,365	10,675	11,287	11,356	43,683	57.2%
Medical Calls and Auto Accidents	10,867	11,211	11,800	11,864	45,742	59.9%
Aircraft Emergency	0	1	0	0	1	0.0%
Fire Alarm - Activation	279	285	228	214	1,006	1.3%
Fire Alarm - False	346	411	422	444	1,623	2.1%
Fire Alarm - Malfunction	243	200	177	223	843	1.1%
Mutual Aid	3	5	3	2	13	0.0%
Other Type of Fire	71	79	55	66	271	0.4%
Overpressure/Rupture	5	5	8	1	19	0.0%
Smoke Scare	238	237	222	207	904	1.2%
Structure Fire	74	58	49	46	227	0.3%
Vegetation/Brush/Debris Fires	184	223	160	180	747	1.0%
Vehicle Fire	36	45	42	45	168	0.2%
All Fire Calls	1,479	1,548	1,366	1,428	5,821	7.6%
Rescue Calls - Extrication	9	9	8	3	29	0.0%
Rescue Calls - Elevator	17	9	22	11	59	0.1%
Rescue Calls - Other	38	49	56	36	179	0.2%
Rescue Calls - Search	3	2	3	4	12	0.0%
Rescue Calls - Technical	1	1	3	1	6	0.0%
Rescue Calls - Water	5	8	6	16	35	0.0%
All Rescue Calls	73	78	98	71	320	0.4%
Dispatched and Canceled	2,727	3,051	3,177	3,237	12,192	16.0%
Good Intent Calls	649	894	853	827	3,223	4.2%
Hazardous Material	6	4	2	6	18	0.0%
Hazardous Conditions	423	396	443	391	1,653	2.2%
Severe Weather Alerts	3	6	2	7	18	0.0%
Service Calls	1,904	1,617	1,661	1,807	6,989	9.1%
Non-Coded Calls	80	110	22	230	442	0.6%
Other Types of Calls	5,792	6,078	6,160	6,505	24,535	32.1%
Total Calls for Service	18,211	18,915	19,424	19,868	76,418	
Year-over-Year Change		3.9%	2.7%	2.3%		
Average Calls per Day	49.9	51.8	53.2	54.4		

POPULATION PROJECTIONS

In 2024, the Matrix Consulting Group provided a population and calls-for-service projection. This data was used to determine the resources needed to provide service to a growing community. This chapter is designed to build on that projection and update the data.

INTRODUCTION AND METHODOLOGY

Our analysis draws on several data sources to provide a realistic simulation of how development activity will shape city growth and how that growth will affect service needs.

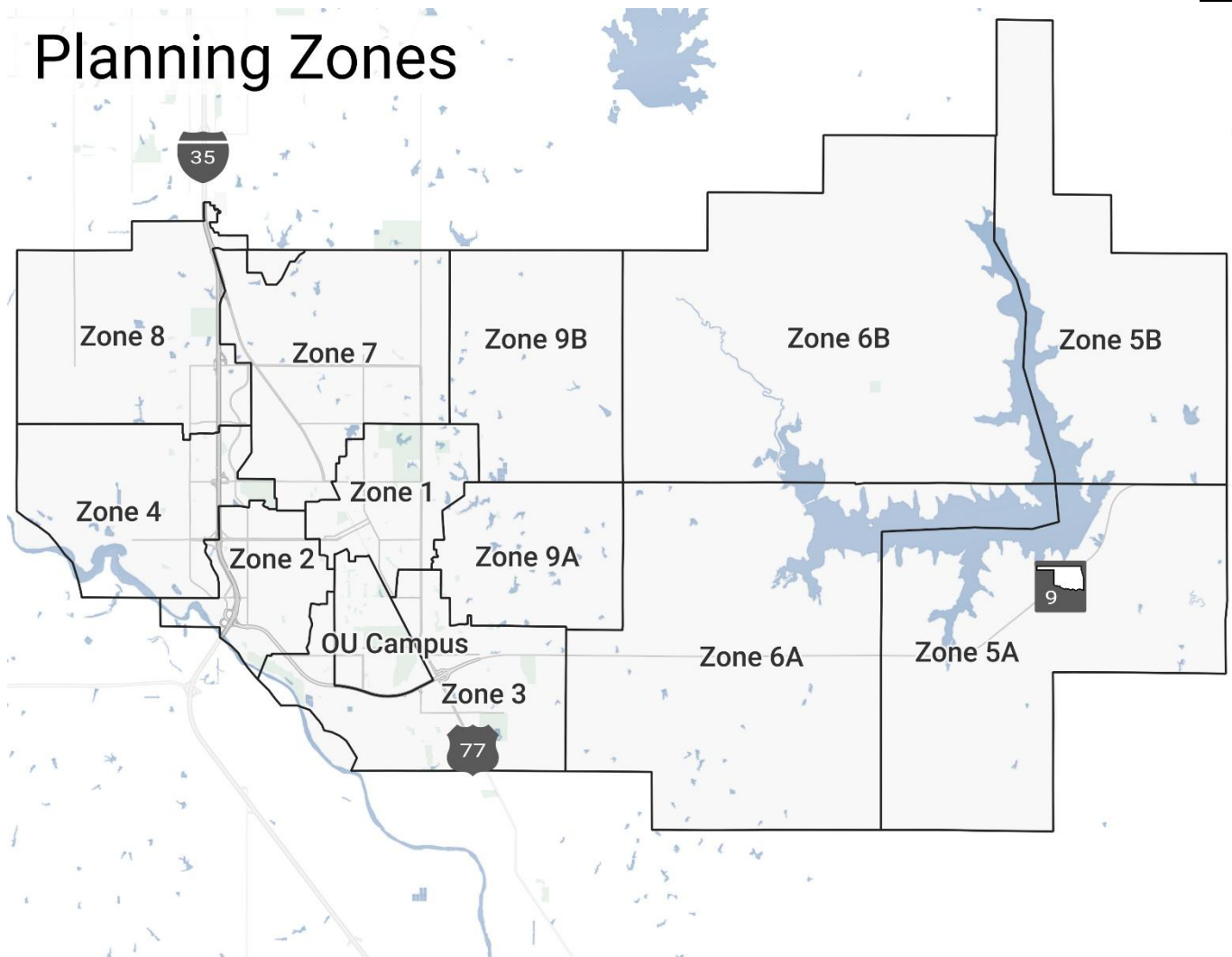
The foundation for our analysis is the current relationship between workload and population in Norman, along with a detailed understanding of anticipated developments. This is analyzed through:

- Analysis of fire computer-aided dispatch data, including medical calls and all other department responses.
- 2020 Census data and more recent ACS (American Community Survey) estimates for population, housing units, household size, and occupancy.
- GIS data details the development plats' location, status, expected completion year, and magnitude.
- Additional research on each development, using the city's website, council meetings, and planning documents, developer-created information, and any news articles with more recent information.

With an understanding of workload and population derived from these data sources, the project team collected planning data on land use, anticipated development projects, and other relevant topics. The data collected was augmented by additional research on the magnitude and location of each project, as well as any remaining obstacles or conditionalities that could impede a project from being completed as planned or as originally conceptualized.

OVERVIEW OF DEVELOPMENT IN NORMAN

Norman has seen a recent boom in proposed projects, spanning a wide spectrum of growth types, including sprawling entertainment districts, multifamily infill projects, and expansive single-family residential developments. Importantly, the developments proposed or anticipated over the next decade are spread throughout the city. Given that these developments are vastly different in scope and land use and occupy different areas of the city, it is critical that this analysis examine their impacts separately. To account for this, the project team divided Norman into 13 individual planning zones as illustrated in the following map.



Note: The project team created the planning zones for this analysis, which are not city-defined.

The following table lists each project known to the project team that may be completed over the next 10 years, including:

- The number of units represented by each if the project is built to the fullest scope of plans, whether the project is currently permitted, preliminary, or entirely conceptual.
- An estimated timeframe for completion of construction.
- The project team's assessment of the likelihood of the project being completed based on any obstacles or conditionalities to development, as well as the project's timeframe (projects further out will generally have a lower probability).
 - A 100% probability is assigned to projects listed as being completed in the next three years.
 - A 90% probability is assigned to all projects to be completed in the next 4 to 7 years.
 - A 75% probability is assigned for projects expected to be completed beyond 8 years.

- Expected value (EV) of units built, multiplying the number of units by the probability of completion. This represents an average scenario rather than a deterministic estimate.

ANTICIPATED AND POTENTIAL DEVELOPMENT PROJECTS

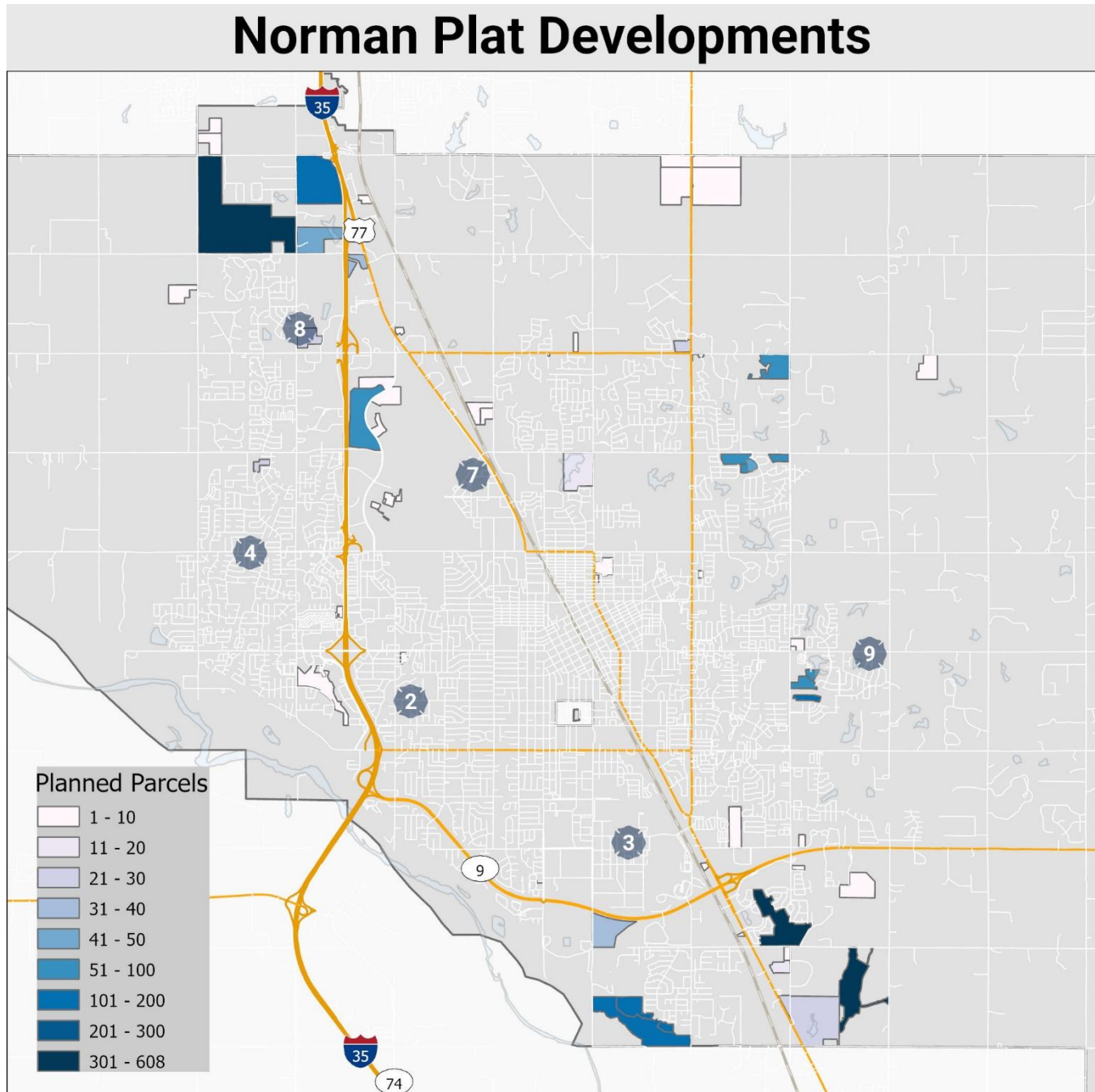
Project Name	Project Type	Fire Zone	Units	Start Year	End Year	Probability	Expected Units (EV)
36th Avenue Park	Multifamily	Zone 9B	212	2028	2029	100.0%	212
36th North Business Park	Single-Family	Zone 8	292	2032	2034	90.0%	263
Alameda Trails	Single-Family	Zone 9A	445	2026	2030	100.0%	445
Alameda Trails	Multifamily	Zone 9A	52	2029	2030	90.0%	47
Alameda Trails	Multifamily	Zone 9A	450	2029	2031	90.0%	405
Armstrong Bank Cnsolidtn Prj	Single-Family	Zone 3	11	2025	2025	100.0%	11
Armstrong Bank Cnsolidtn Prj - Addition	Single-Family	Zone 3	300	2032	2036	90.0%	270
Bellatona Addition	Single-Family	Zone 3	403	2028	2032	100.0%	403
Benchmark Acquisitions LLC	Single-Family	Zone 6A	422	2032	2036	90.0%	380
Bob Moore Farms North LLC.	Multifamily	Zone 4	666	2029	2031	90.0%	599
Boyd Street Development (1)	Single-Family	OU Campus	5	2029	2029	90.0%	5
Boyd Street Development (2)	Single-Family	OU Campus	7	2029	2029	90.0%	6
Bridgeview At Carrington	Single-Family	Zone 8	605	2024	2028	100.0%	605
Brookheave No. 45	Single-Family	Zone 4	32	2030	2030	90.0%	29
Carroll Farm Add.	Single-Family	Zone 8	2	2026	2026	100.0%	2
Carroll Farm Add. Senior Living	Single-Family	Zone 8	42	2029	2029	90.0%	38
Coleraine Multifamily	Single-Family	Zone 3	456	2029	2033	90.0%	410
Crimson Flats, Spud	Single-Family	Zone 3	75	2025	2027	100.0%	75
Destin Landing	Single-Family	Zone 3	301	2025	2029	100.0%	301
Eagle Cliff West Addition	Single-Family	Zone 3	140	2025	2027	100.0%	140
Flint Hills Addition	Single-Family	Zone 7	577	2022	2026	100.0%	577
Franklin Woods Add	Single-Family	Zone 8	47	2025	2025	100.0%	47
Hallbrooke Addition	Single-Family	Zone 1	54	2030	2032	90.0%	49
Hallbrooke Addition (Phase 2)	Single-Family	Zone 1	31	2030	2030	90.0%	28
Hampton Homes (1)	Single-Family	Zone 8	36	2027	2027	100.0%	36
Hampton Homes (2)	Single-Family	Zone 1	12	2027	2027	100.0%	12
HR Green	Single-Family	Zone 3	2,000	2029	2040	90.0%	1,800
Ironwoods Hills	Single-Family	Zone 9A	351	2030	2034	90.0%	316

Project Name	Project Type	Fire Zone	Units	Start Year	End Year	Probability	Expected Units (EV)
McCooop Abode Add	Single-Family	Zone 2	2	2025	2025	100.0%	2
Monte Vista Estates	Single-Family	Zone 9B	83	2025	2027	100.0%	83
Norman North Village	Single-Family	Zone 8	1,250	2030	2037	90.0%	1,125
Redlands	Single-Family	Zone 8	144	2030	2032	90.0%	130
Revised Red Sky Ranch	Single-Family	Zone 8	10	2029	2029	90.0%	9
Sfp-2122-4 Powell Add	Single-Family	Zone 2	1	2026	2026	100.0%	1
Siena Springs Add.	Single-Family	Zone 9A	81	2026	2028	100.0%	81
Sooner Village	Multifamily	Zone 3	145	2028	2029	100.0%	145
Sooner Village	Single-Family	Zone 3	155	2029	2031	90.0%	140
St James Park Pp	Single-Family	Zone 3	33	2029	2029	90.0%	30
Summit Lakes Addition 13	Single-Family	Zone 9A	33	2029	2029	90.0%	30
The Old Dairy Farm	Single-Family	Zone 3	2	2026	2026	100.0%	2
The Ranch Of Robinson	Single-Family	Zone 6A	10	2028	2028	100.0%	10
Tull Land Plat	Single-Family	Zone 7	292	2030	2032	90.0%	263
Univ North Park / Rock Creek	Single-Family	Zone 8	811	2028	2035	100.0%	811
Univ North Park / Rock Creek (Ph2)	Single-Family	Zone 8	123	2030	2032	90.0%	111
Uplands Addition	Single-Family	Zone 8	256	2025	2027	100.0%	256
Uplands Addition (Phase 2)	Single-Family	Zone 8	2	2025	2025	100.0%	2
Wampler Estates Sfp 2324-7	Single-Family	Zone 7	2	2026	2026	100.0%	2
Whispering Trails Add	Single-Family	Zone 8	156	2029	2031	90.0%	140

The 48 projects total 11,617 units, of which approximately 10,884 are expected to be built.

The expected value (EV) column represents the total number of units planned multiplied by the probability that the project is built – i.e., the ‘average’ scenario. It does not imply that for each project built, the number of units will be reduced. For instance, units already entitled are more likely to be built.

For perspective, the following map provides a spatial view of the developments in the city.



As illustrated, most of the developments are in the western sections of the city, in particular the area south of Highway 9.

Using the assumptions for probability, completion year, and the number of units by project, from the previous table, the development results in the following impact on the number of housing units in the city by milestone year (five-year increments following 2025)

HOUSING UNITS BY PLANNING ZONE

Housing Units by Zone	2025	2030	2035	2040	2045	% Chg (20yr)
OU Campus	3,182	3,193	3,193	3,193	3,193	+0.3%
Zone 1	6,203	6,248	6,291	6,291	6,291	+1.4%
Zone 2	6,412	6,413	6,413	6,413	6,413	+0.0%
Zone 3	10,931	12,203	13,662	14,480	14,518	+32.8%
Zone 4	7,400	7,672	8,029	8,029	8,029	+8.5%
Zone 5A	591	591	591	591	591	+0.0%
Zone 5B	504	504	504	504	504	+0.0%
Zone 6A	1,286	1,297	1,582	1,677	1,677	+30.4%
Zone 6B	1,472	1,472	1,472	1,472	1,472	+0.0%
Zone 7	5,360	5,543	5,741	5,741	5,741	+7.1%
Zone 8	3,389	4,534	6,247	6,589	6,589	+94.4%
Zone 9A	5,067	5,857	6,392	6,392	6,392	+26.1%
Zone 9B	1,243	1,511	1,511	1,511	1,511	+21.6%
Total	53,040	57,038	61,628	62,883	62,921	+18.6%

Another important assumption is how quickly construction translates into a population, given that new apartment complexes are not instantly filled to maximum occupancy upon completion. Depending on factors such as the building's size, pent-up demand, and any first-year incentives offered by property management, filling a multifamily project after construction is complete can take time.

The model reflects this through a back-loaded delivery curve that concentrates most expected units in the final year of the build-out window, paired with a six-month occupancy lag that counts newly delivered units as 75% occupied in their delivery year and fully occupied the following year. For a 480-unit apartment complex with a three-year build-out, this produces roughly 60 effective residents in Year 1, 200 by Year 2, 420 by Year 3, and the full 480 by Year 4.

The population added by each unit is calculated by multiplying the 2025 (most recent US Census data) population-per-housing-unit ratio for each planning zone. By stratifying the calculations by planning zone, the impacts on population from largely student housing within the OU Campus area are calculated differently from those in the city's eastern half, which is comprised primarily of single-family homes.

POPULATION PER HOUSING UNIT

Planning Zone	2025
OU Campus	3.91
Zone 1	2.39
Zone 2	2.31
Zone 3	2.33
Zone 4	2.35
Zone 5A	2.60
Zone 5B	2.71
Zone 6A	2.55
Zone 6B	2.66
Zone 7	2.51
Zone 8	2.48
Zone 9A	2.44
Zone 9B	2.61
Overall	2.50

After factoring in the pace of occupancy for constructed housing units, the anticipated development results in the following population growth by milestone year:

POPULATION PROJECTION BY ZONE

Zone	2025	2030	2035	2040	2045	20YR +/-
OU Campus	12,455	12,498	12,498	12,498	12,498	+0.3%
Zone 1	14,814	14,921	15,024	15,024	15,024	+1.4%
Zone 2	14,800	14,802	14,802	14,802	14,802	+0.0%
Zone 3	25,457	28,419	31,817	33,722	33,811	+32.8%
Zone 4	17,367	18,005	18,843	18,843	18,843	+8.5%
Zone 5A	1,538	1,538	1,538	1,538	1,538	+0.0%
Zone 5B	1,365	1,365	1,365	1,365	1,365	+0.0%
Zone 6A	3,280	3,308	4,035	4,277	4,277	+30.4%
Zone 6B	3,912	3,912	3,912	3,912	3,912	+0.0%
Zone 7	13,434	13,893	14,389	14,389	14,389	+7.1%
Zone 8	8,407	11,247	15,497	16,345	16,345	+94.4%
Zone 9A	12,344	14,269	15,572	15,572	15,572	+26.2%
Zone 9B	3,242	3,941	3,941	3,941	3,941	+21.6%
Total	132,415	142,118	153,233	156,228	156,317	+18.1%

Current development is anticipated to maintain a steady pace over the decade, peaking in 2030 and 2031 in terms of new residents added to the city.

Service needs are then projected for two different categories:

- Fire Department calls for service (CFS), **non-medical only**
- Fire Department calls for service, **medical only**

Each is calculated using the current (2024) data used for the staffing and operations analysis for fire, and is geolocated and mapped using GIS software. The service needs are then aggregated by planning zone and compared with the estimated 2024 population for service needs per 1,000 population. For medical calls, age bands are included to account for the increased needs of the senior population and the annual increase in call volume. The rates for each category are then applied to the projected population totals for each successive year, producing service-need projections throughout the planning timeframe.

The calls for service are expected to increase by approximately 45.5% over the next decade

PROJECTED CALLS FOR SERVICE

Planning Zone	2024	2029	2034	2039	2044	% Chg (20yr)
OU Campus	430	478	531	591	660	53.5%
Zone 1	4,210	4,749	5,420	6,125	6,935	64.7%
Zone 2	2,375	2,674	3,014	3,404	3,853	62.2%
Zone 3	3,097	3,781	4,818	5,762	6,580	112.5%
Zone 4	2,312	2,617	3,156	3,551	4,004	73.2%
Zone 5A	245	278	315	358	407	66.1%
Zone 5B	204	231	261	297	337	65.2%
Zone 6A	275	312	400	495	561	104.0%
Zone 6B	301	338	381	429	485	61.1%
Zone 7	1,843	2,158	2,541	2,864	3,233	75.4%
Zone 8	1,392	2,054	3,192	3,953	4,472	221.3%
Zone 9A	1,593	1,975	2,556	2,901	3,290	106.5%
Zone 9B	219	290	329	366	409	86.8%
Total	18,496	21,935	26,914	31,096	35,226	90.5%

The following table illustrates the projected calls for service for fire-related incidents.

PROJECTED FIRE-RELATED CALLS FOR SERVICE

Planning Zone	2024	2029	2034	2039	2044	% Chg (20yr)
OU Campus	236	251	267	283	301	27.5%
Zone 1	1,599	1,701	1,827	1,939	2,059	28.8%
Zone 2	913	970	1,029	1,092	1,160	27.1%
Zone 3	1,334	1,543	1,859	2,098	2,256	69.1%
Zone 4	990	1,061	1,210	1,284	1,363	37.7%
Zone 5A	77	82	87	92	98	27.3%
Zone 5B	67	71	75	80	85	26.9%
Zone 6A	101	108	130	151	160	58.4%
Zone 6B	120	127	135	143	152	26.7%
Zone 7	760	842	935	993	1,054	38.7%
Zone 8	538	749	1,096	1,276	1,354	151.7%
Zone 9A	569	664	807	859	911	60.1%
Zone 9B	120	152	165	175	186	55.0%
Total Fire Calls	7,424	8,321	9,622	10,465	11,139	50.0%

As shown, fire-related calls are expected to increase by about 29.6% over the next ten years. Medical calls are illustrated in the following table.

PROJECTED MEDICAL CALLS FOR SERVICE

Planning Zone	2024	2029	2034	2039	2044	% Chg (20yr)
OU Campus	194	227	264	308	359	85.1%
Zone 1	2,611	3,048	3,593	4,186	4,876	86.7%
Zone 2	1,462	1,704	1,985	2,312	2,693	84.2%
Zone 3	1,763	2,238	2,959	3,664	4,324	145.3%
Zone 4	1,322	1,556	1,946	2,267	2,641	99.8%
Zone 5A	168	196	228	266	309	83.9%
Zone 5B	137	160	186	217	252	83.9%
Zone 6A	174	204	270	344	401	130.5%
Zone 6B	181	211	246	286	333	84.0%
Zone 7	1,083	1,316	1,606	1,871	2,179	101.2%
Zone 8	854	1,305	2,096	2,677	3,118	265.1%
Zone 9A	1,024	1,311	1,749	2,042	2,379	132.3%
Zone 9B	99	138	164	191	223	125.3%
Total EMS Calls	11,072	13,614	17,292	20,631	24,087	117.5%

As shown, medical calls are expected to increase by about 56.2% over the next ten years.

OPERATIONAL ASSESSMENT

This assessment is a targeted assessment of five specific areas of the city, based in part on the previous assessment completed in 2025.

FIRE DEPARTMENT SUPPORT FUNCTIONS

As part of this assessment, the project team evaluated potential options for the location of key administrative and support functions within the fire department. These functions include fire administration, training, fire prevention, community risk reduction, and other activities that support the department's mission of providing emergency services to the community.

Fire service organizations are generally most effective when administrative and support functions remain closely integrated with operational personnel. Locating these functions within an active fire station or department headquarters allows leadership and support staff to maintain direct awareness of operational activities, interact regularly with field personnel, and remain connected to the department's emergency response mission. This proximity promotes effective communication, facilitates timely decision-making, and enhances the department's ability to identify and address operational, training, and service delivery needs.

Co-locating administrative, training, and fire prevention functions with emergency response operations also strengthens coordination across the organization. Shared facilities encourage collaboration among divisions, improve the efficient use of resources, and help ensure that departmental priorities remain aligned. For these reasons, many fire departments continue to house administrative and support functions within a fire station or dedicated headquarters facility, creating a centralized hub that supports organizational effectiveness, operational awareness, and long-term service delivery objectives.

CENTRAL DISTRICT

The central district of Norman consists of Stations 1, 2, 3, and 7. Station 9 and a future Station 11 can influence the initial response to calls in the area. The 2025 facility assessment identified significant deficiencies within the existing Station 1 facility, including aging building systems, foundation issues, limited storage capacity, poor building layout, and limited expansion opportunities. As a result, the facility was identified as a strong candidate for replacement.

The city has an opportunity to move Station 1 to three locations or rebuild the facility at the existing site. The following table illustrates the locations used in this analysis.

POTENTIAL STATION 1 LOCATIONS

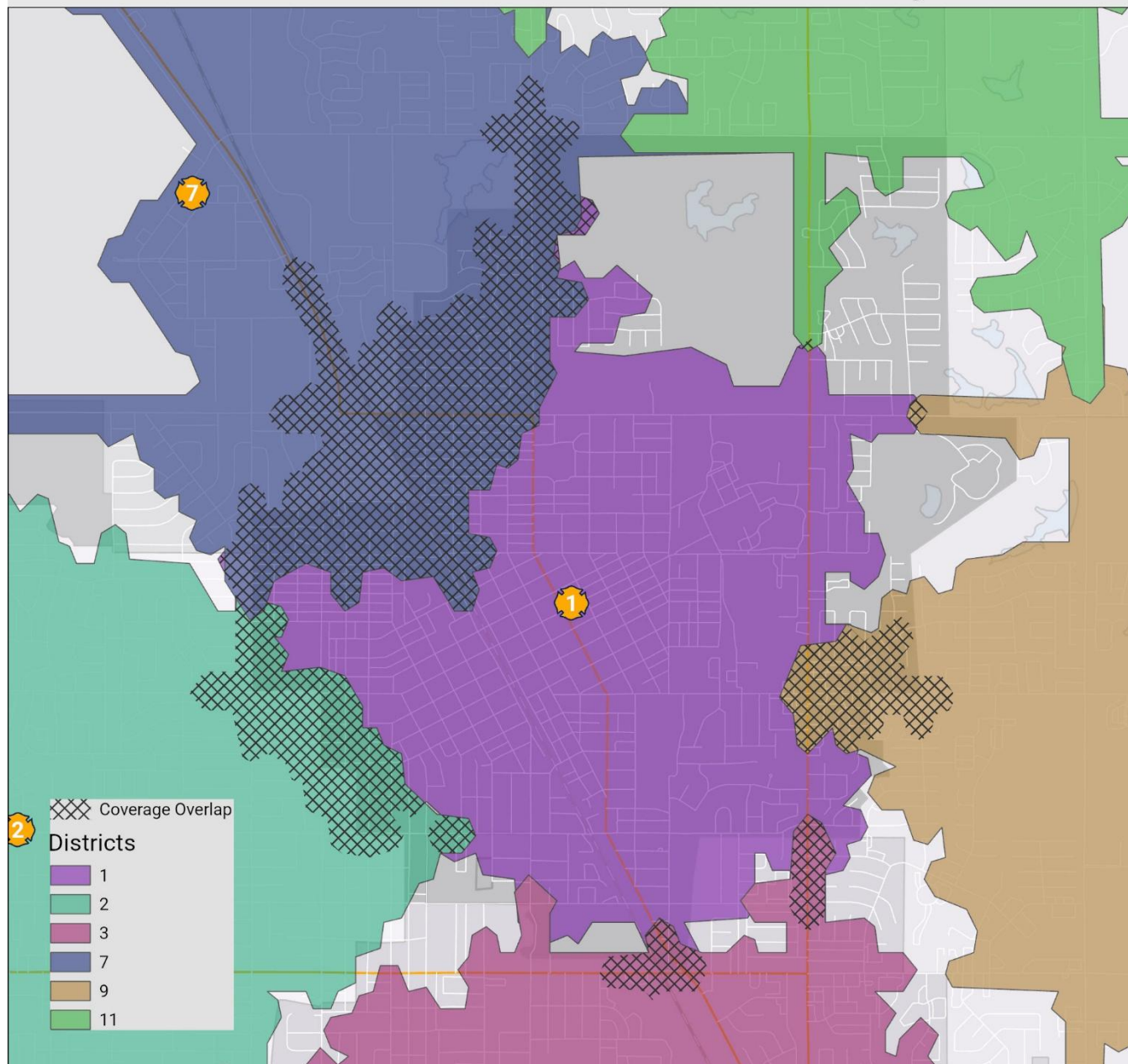
Identifier	Location
Location 1	411 East Main Street
Location 1A	900 East Main Street - Griffin Memorial Hospital
Location 1B	301 West Gray Street
Location 1C	West Main Street at South Santa Fe Avenue

For the urban area, a 5-minute travel time serves as the performance benchmark in the following maps. The current Station 1 location is used as the starting point for all comparisons and analyses.

LOCATION 1 – 411 EAST MAIN STREET

The map illustrates the travel time for Station 1 at its current location. The surrounding stations are shown to illustrate coverage in the city's central core. Each station is shown in a different color to illustrate its impact on travel time.

Norman Station 1 Location Analysis

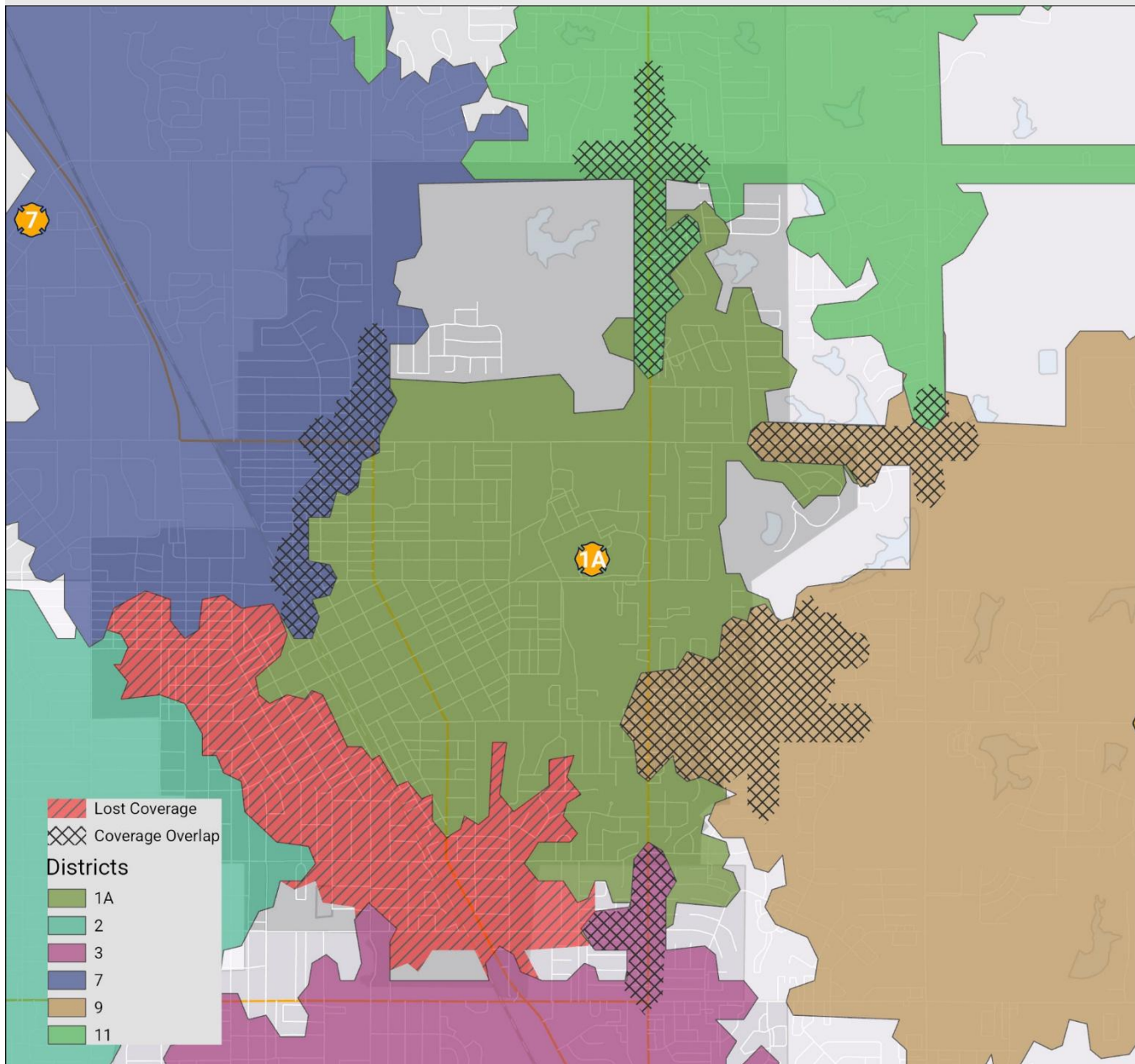


The hashed areas indicate the overlap between stations within the travel time polygon.

LOCATION 1A – GRIFFIN MEMORIAL HOSPITAL

This location is on the site of the Griffin Memorial Hospital at the intersection of East Main Street and 12th Avenue NE. The station is situated on the south side of the site along East Main Street.

Station 1A Griffin Memorial Hospital South

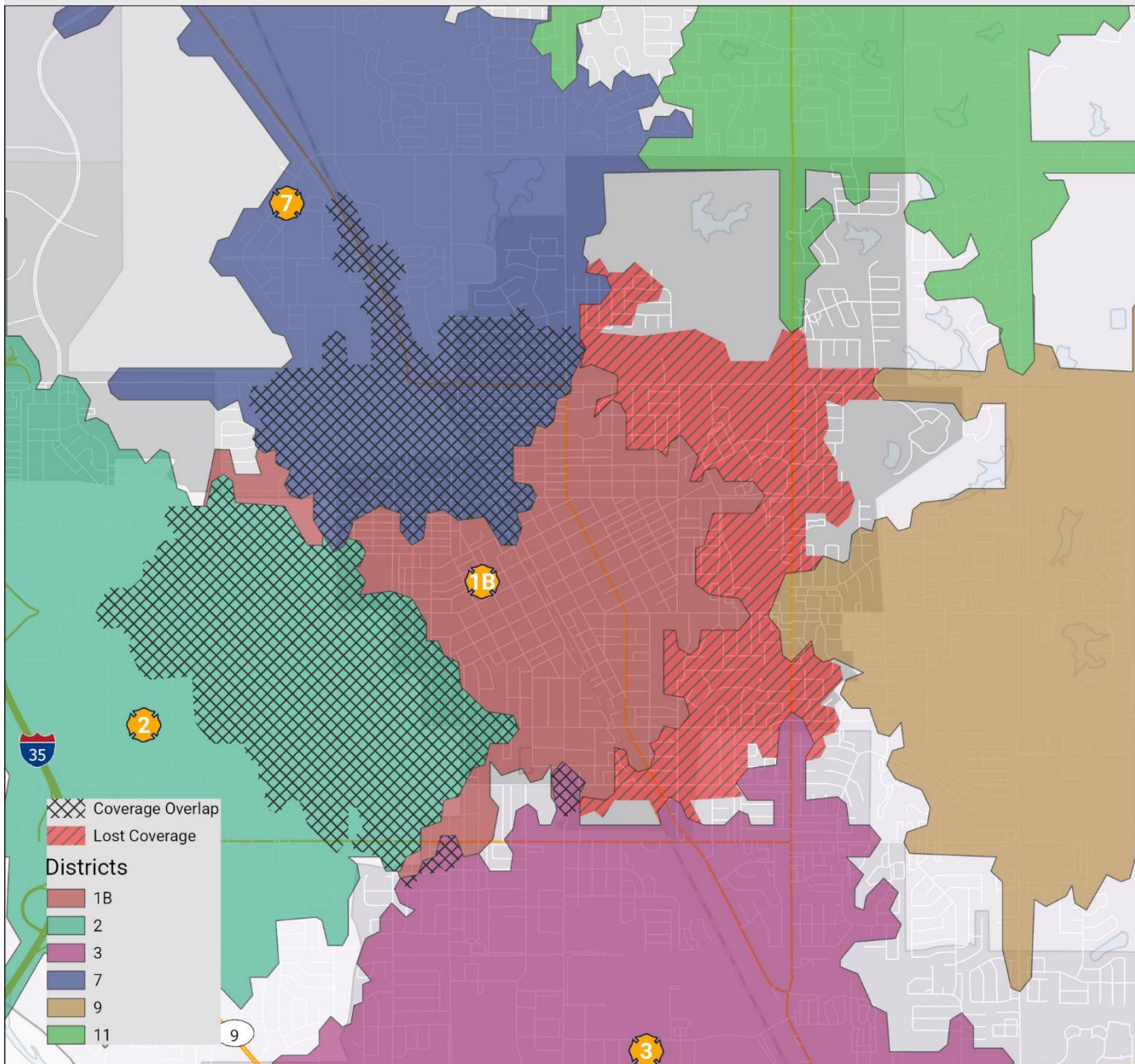


Moving the station to this location improves the response coverage to the east and north of the current station, as well as the overlap with Station 9. However, a large area to the west is now outside the 5-minute travel-time polygon (noted in red). This area covers 0.9 square miles, has 4,236 residents, and includes 2,076 housing units.

LOCATION 1B – 301 WEST GRAY STREET (AT NORTH WEBSTER AVENUE)

This site moves the station to the west of the current site, about half a mile.

Station 1B West Grey Street & North Webster

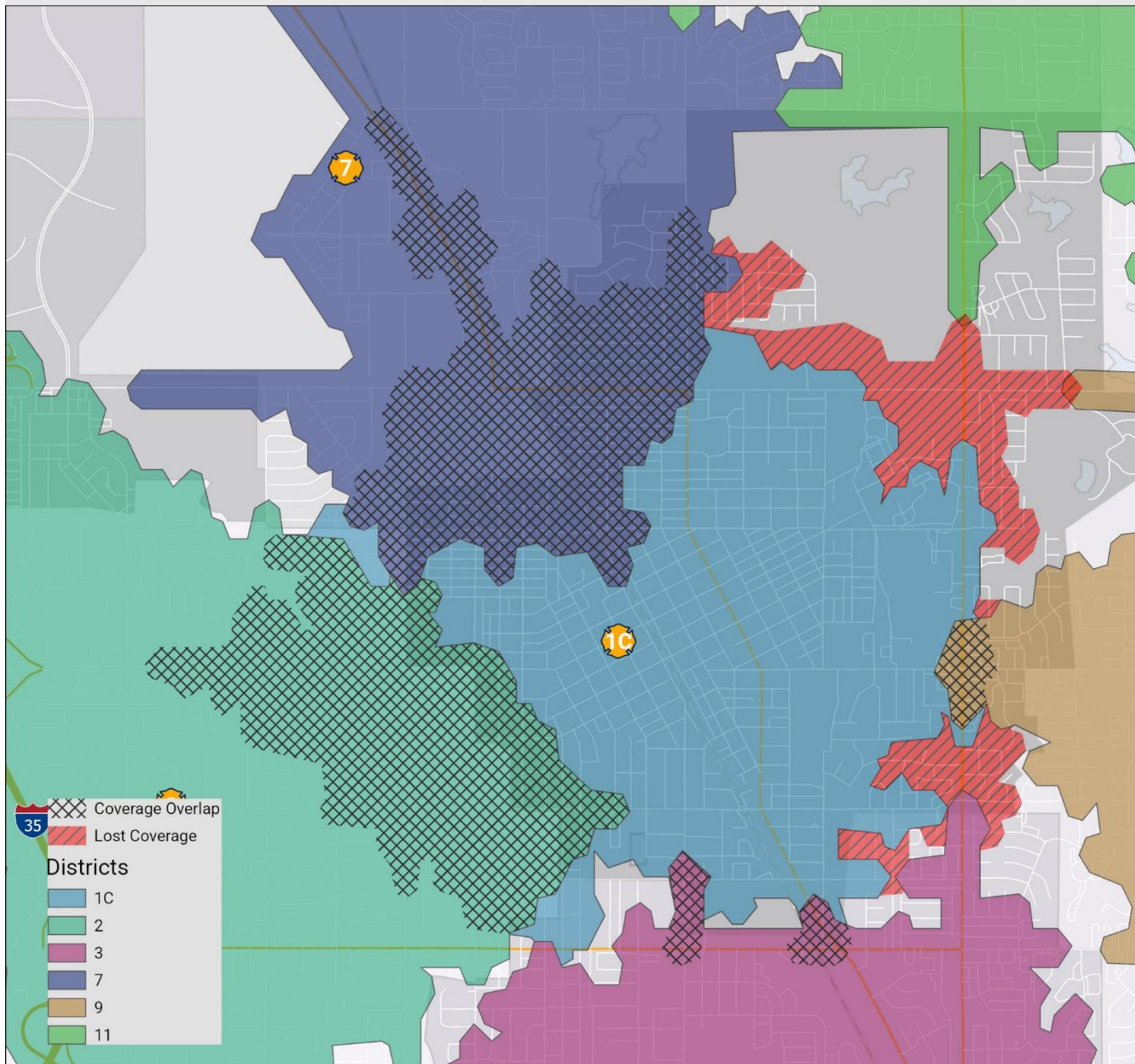


This location is located on the west side of the BNSF rail line, which carries both freight and passenger trains, with about 15 trains per day. As illustrated, this location shows significant overlap with the response areas of Stations 2 and 7. There is a large area to the east that lies outside the 5-minute travel time polygon, containing 3,731 residents and 1,627 housing units, and covering about 1.3 square miles (illustrated in red).

LOCATION 1C - WEST MAIN STREET AT SOUTH SANTA FE AVENUE

This site moves the station about half a mile west of the current site, slightly south of the previous location.

Station 1C West Main Street & South Santa Fe



This location also places the station on the west side of the BNSF rail line, which carries both freight and passenger trains, with about 15 trains per day. This location also significantly increases the overlap in the response area for Stations 2 and 7. This move creates two pockets outside the 5-minute travel time polygon (shown in red). These areas cover 0.5 square miles, have 2,104 residents, and include 993 housing units.

CONCLUSION

Location 1A (Griffin Memorial Hospital) shifts coverage to the east. It improves overlap with Station 9, but it leaves the largest uncovered area of any option – 0.9 square miles, 4,236 residents, and 2,076

housing units west of the new site. Given that this gap falls over an established residential area within the existing first-due zone, the trade-off effectively redirects service away from the population it currently serves.

The BNSF rail line bisects the first-due area. It carries approximately 15 freight and passenger trains per day, so at-grade crossing delays are a latent operational risk for any station configuration, not just the relocation options. What differs among alternatives is exposure: how much first-due demand sits on the opposite side of the tracks from the station, and therefore how often a crossing delay falls between the engine and its call. Locations 1B and 1C place the station west of the rail line, leaving the eastern service area, including the downtown core and the populated areas east of the tracks, on the far side. This exposure is not captured by the modeled travel-time coverage, which assumes unobstructed crossings. Location 1B carries the additional penalty of the largest east-side gap among alternatives (1.3 square miles, 3,731 residents, 1,627 housing units); Location 1C produces the smallest uncovered area overall but splits it into two separate pockets while carrying the same rail-crossing exposure as 1B.

The current Station 1 location reduces this exposure rather than eliminating it. Because the station and the majority of first-due demand sit on the same (east) side of the line, fewer responses depend on an open crossing, and the smaller western remainder is the only portion routinely subject to crossing delays. The current site also preserves established response patterns familiar to both crews and the community, and, when combined with Stations 2, 3, 7, and 9, maintains balanced coverage throughout the central district. The planned Station 11 is expected to strengthen overall system performance further, reducing the need to relocate Station 1 solely to address a localized coverage gap.

Based on the operational analysis, rebuilding Station 1 at or near its current location provides the most reliable long-term deployment strategy. It retains the operational strengths of the current system, avoids introducing new constraints associated with rail crossings, and positions the central district to benefit from future station additions without creating new service gaps.

However, Location 1C remains a viable alternative. While the analysis indicates that the current location provides the strongest operational performance, the differences in overall response capability between the two sites are not substantial. Location 1C offers a more prominent position in the city's central area and may provide opportunities for enhanced visibility, community presence, and integration with future redevelopment initiatives. If the City desires a highly visible public safety facility that incorporates both emergency response operations and administrative functions, Location 1C may offer advantages that extend beyond response performance alone.

Ultimately, the decision between the current Station 1 site and Location 1C is less a question of emergency response capability and more a policy decision regarding the role the facility should play within the community. Both locations can support fire department operations and administrative functions. The current location offers the strongest operational deployment model, while Location 1C may provide greater visibility and civic presence in the downtown area. As a result, broader considerations such as site availability, facility design, redevelopment objectives, and long-term

organizational needs should be weighed alongside the operational analysis when selecting a final location.

NORTH BASE PLAN

The North Base area includes Max Westheimer Airport, which is owned and operated by the University of Oklahoma and serves as the home of Fire Station 7. As a general aviation airport, the facility is not subject to Aircraft Rescue and Fire Fighting (ARFF) requirements; however, Station 7 maintains the capability to support aircraft-related emergencies when necessary. In addition to providing emergency response services, the site serves as the primary training location for the Norman Fire Department.

The 2025 facility assessment found that the operational portion of the station remains in generally good condition and can continue to serve the department with the implementation of a structured preventive maintenance program. The training classroom area, while largely original, continues to function effectively following limited audiovisual upgrades. However, several site constraints were identified, including inadequate parking capacity during large training events and routing of corporation yard traffic through the station parking area, which could create conflicts with fire department operations.

The assessment also identified concerns regarding the long-term viability of the existing training complex. While the training tower and associated facilities remain functional, their proximity to surrounding municipal structures limits expansion opportunities and may constrain the department's ability to meet future training needs. As a result, the 2025 report recommended renovating the station and training facilities within the next five to ten years, along with relocating the training tower and ancillary structures to provide additional space and flexibility for future growth.

From an operational perspective, Station 7 is strategically located to serve the northern and western portions of Norman's central district while providing response coverage to Max Westheimer Airport. The station also provides important support to Stations 1, 2, and 8, helping maintain system balance and response reliability throughout the central portion of the city. Although the airport and restricted-access areas limit travel routes to the west, the station remains well-positioned to serve its response area and maintain current performance levels.

Based on the response analysis and station coverage evaluation, maintaining a fire station within the current Station 7 service area remains operationally important. However, the availability of vacant land adjacent to the existing site creates an opportunity to consider a broader long-term facility strategy. Rather than focusing solely on renovation of the existing station, the City should evaluate the feasibility of developing a consolidated Fire Department Headquarters campus that maintains the current response capabilities while accommodating future operational, administrative, and training needs.

A headquarters campus concept could integrate emergency response operations, administration, fire prevention, training, fleet support, and other departmental functions into a single location. Such an approach would create a centralized hub for department operations, allowing leadership, support staff, training personnel, and field operations personnel to remain closely connected. This organizational

proximity promotes collaboration, improves communication, strengthens accountability, and enhances the department's ability to coordinate operational, training, and community risk reduction initiatives.

In addition to operational benefits, a consolidated campus could deliver long-term organizational and financial efficiencies by reducing facility duplication, maximizing shared meeting and classroom spaces, and creating room for future expansion. The availability of adjacent land offers a unique opportunity to develop a purpose-built headquarters complex while preserving the operational advantages of the current Station 7 response area. As the City considers future investments in fire facilities, a headquarters campus should be evaluated as a long-term solution to support the Norman Fire Department's continued growth and evolving service demands.

SOUTH REGION

This region is Planning Zone 3, which is rapidly growing and has the closest resources located to the north on Highway 9 at the Oklahoma University Campus. The 2025 report recommended that the design, construction, and staffing of Fire Station 10 should begin immediately, as further delay risks leaving this area without adequate coverage as demand continues to grow. The following table illustrates the expected growth through 2030, with population increasing from approximately 25,706 to 28,666 and total calls for service increasing from approximately 3,198 to 3,998, representing a longer-term increase of approximately 24.3% in population and 56.5% in call volume by 2035.

PLANNING ZONE 3 PROJECTIONS

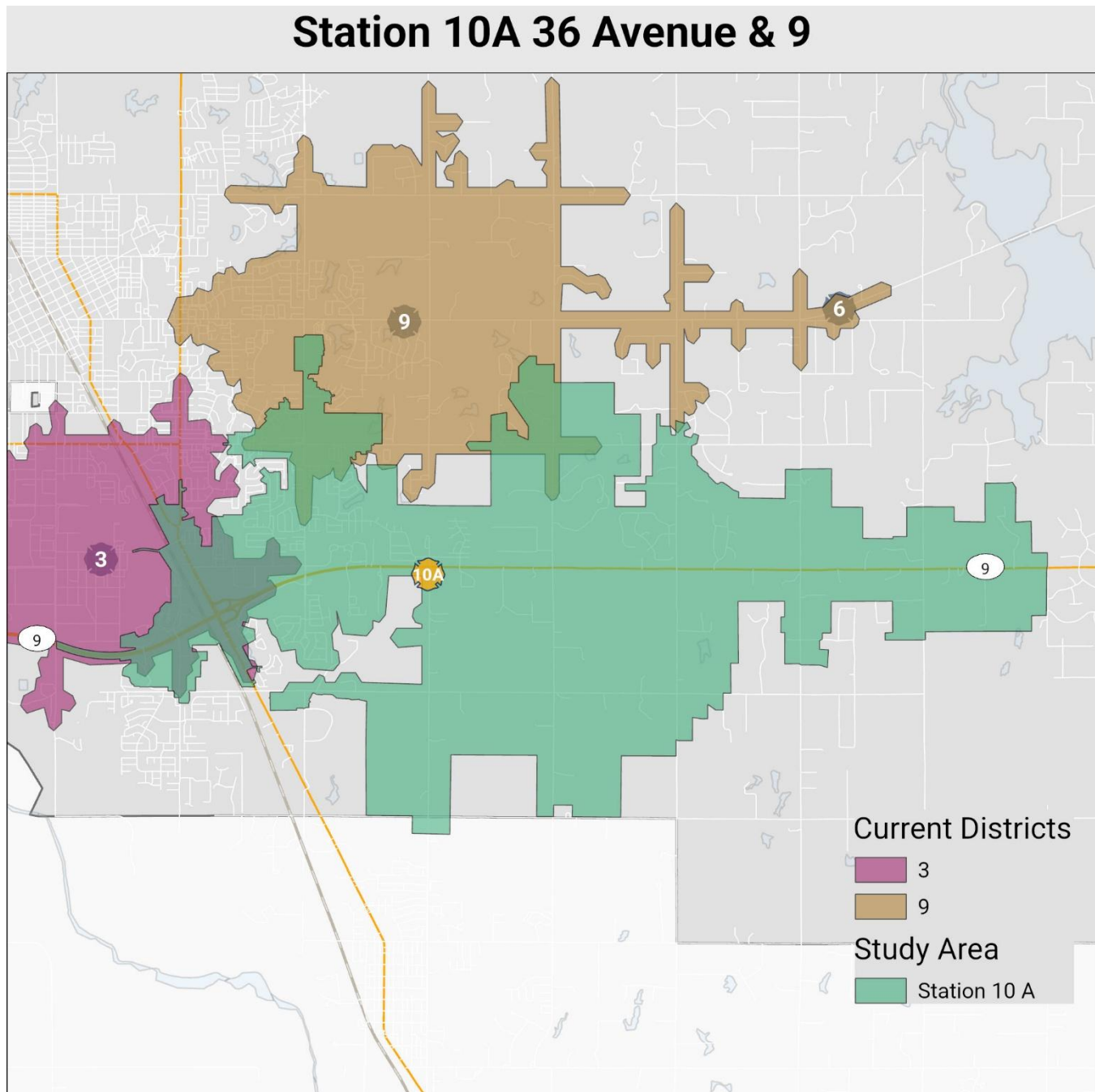
	2025	2026	2027	2028	2029	2030	2035	Pct. Change
Housing Units	11,074	11,208	11,340	11,516	12,045	12,396	13,764	24.3%
Population	25,706	26,023	26,333	26,717	27,744	28,666	31,943	24.3%
Total Calls	3,198	3,313	3,428	3,558	3,781	3,998	5,004	56.5%

As shown, there is expected population growth of about 12% and a related 25% increase in call volume by 2030. By 2035, the population is expected to increase by 24% and the call volume by 56%. In the 2025 report, the population in 2029 was projected to be 26,075; the new projection is 27,744, a 6.4% increase.

In the 2025 report, a mixed-use development was in the early stages of construction in the city's southeastern region. The development spans approximately 760 acres and is planned to include about 2,000 housing units, accommodating an estimated population of 6,000 residents.¹ The University of Oklahoma is also discussing additional development in the area.

The 2025 report identified a new Station 10 at the intersection of Highway 9 and 36th Avenue SE, as illustrated in the following map.

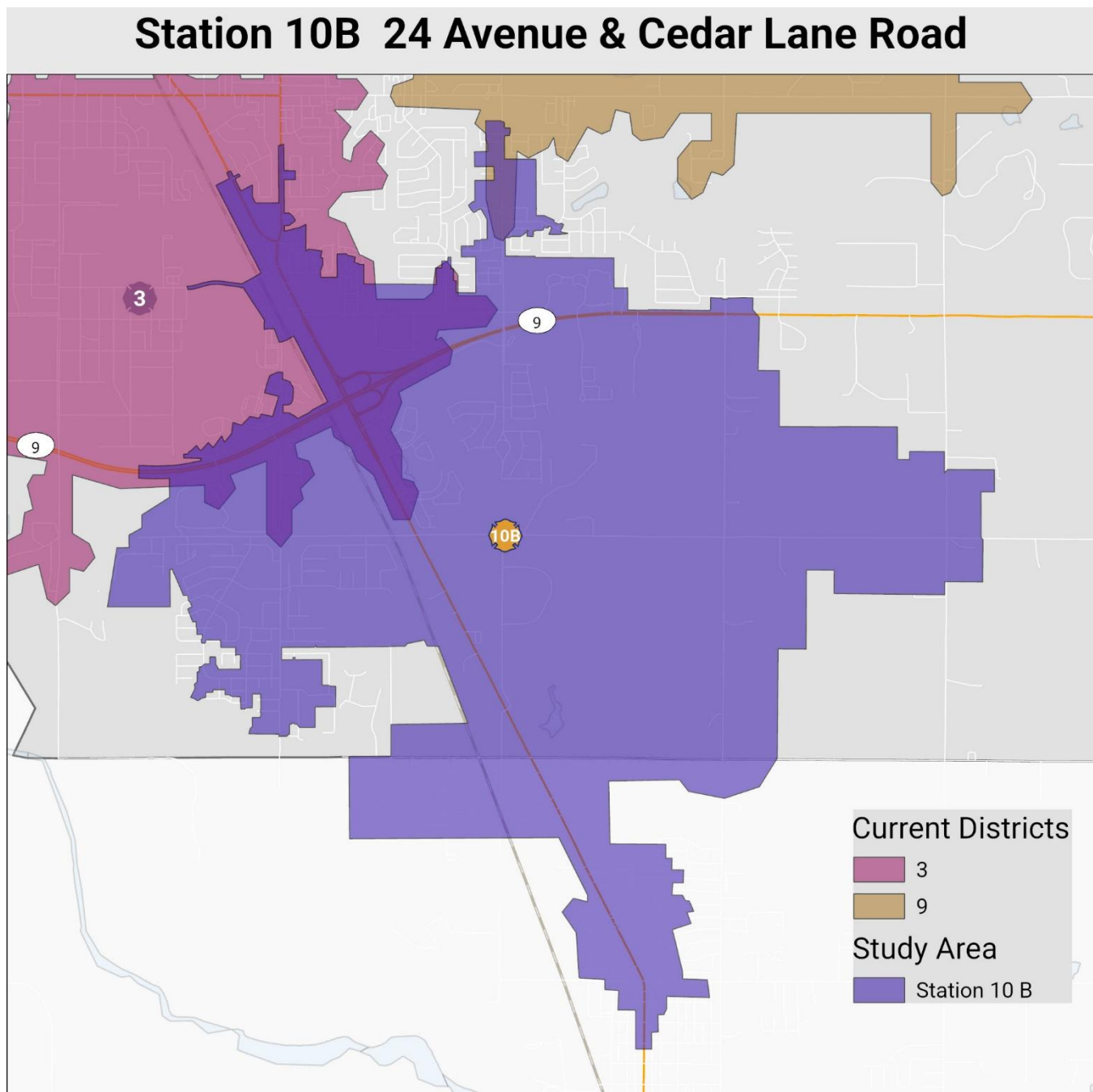
¹ <https://www.hrgreen.com/projects/norman-residential-development/>



This location provides direct access to Highway 9, a primary east-west corridor, allowing for extended reach to the east and west. However, Saxon Park creates a barrier to access in the southwest area, as shown on the map. In addition, the residential area west of Highway 77 lies outside the 5-minute travel-time polygon.

Locating the new Station 10 at the intersection of Cedar Lane Road and 24th Avenue SE would improve service levels on the west side of Highway 77 and remove the barrier created by Saxon Park. This location would extend service to a wider area south of Highway 9 and position resources closer to the

development currently underway there. This site also provides convenient access to Highway 77, a primary north-south corridor. The following map illustrates the travel time for this location.



As illustrated, the southern area falls within the 5-minute drive-time polygon and provides considerable support to Station 3 and the southern section of the OU campus.

Since the 2025 report, the most significant changes in this area are the increase in nearby development and the growing need for resources in the southern region. Based on travel-time projections and increased development along Highway 9 near the OU campus, the site at 24th Avenue SE and Cedar Lane Road is the preferred location for the new fire station.

NORTH CENTRAL

The north central region is Planning Zone 7. The following tables illustrate the expected growth through 2030.

PLANNING ZONE 7 PROJECTIONS

	2025	2026	2027	2028	2029	2030	2035	% Change
Housing Units	5,475	5,592	5,592	5,592	5,592	5,680	5,856	7.0%
Population	13,650	13,943	14,015	14,015	14,015	14,181	14,677	7.5%
Total Calls	1,916	2,003	2,060	2,109	2,158	2,235	2,602	35.8%

As shown, there is expected to be about 4% population growth and a 17% increase in call volume by 2030. By 2035, the population is expected to increase by 7.5% and the call volume by 36%. In the 2025 report, the population in 2029 was projected to be 14,765, compared with the new projection of 14,015, a 5.1% decrease. In the 2025 report, the area around the proposed Station 11 (Planning Zone 7) did not include a mixed-use development such as the HR Green project, but rather a slower build-out of residential units.

The 2025 projections, together with those previously illustrated for Planning Zone 7, confirm that residential build-out is proceeding largely as forecasted, gradual and steady, with no acceleration that would advance the need for additional coverage. Because development is tracking on the originally anticipated timeline, the 2025 recommendation holds: design and construct Station 11 once Station 10 is completed. It should be noted, however, that a delay in the construction of Station 10 could create a compression effect, advancing the timetable for Station 11 and requiring the two stations to be built simultaneously.

EAST – WEST CONNECTOR

Since the completion of the 2025 report, the Oklahoma Turnpike Authority (OTA) has continued to advance the East-West Connector project, moving it from the planning stage to implementation. Initial construction activities are anticipated to begin in 2026, including major bridge construction across the Canadian River as part of the western segment between I-44 and I-35. In early 2026, OTA conducted public involvement activities for the proposed I-35 interchange at Indian Hills Road in Norman, with construction planned in phases; the first phase is expected to begin in spring 2027. Further demonstrating project advancement, the Norman City Council approved agreements with OTA in March 2026 related to utility relocations and roadway improvements, including municipal water infrastructure relocations and improvements to 36th Avenue NW. In addition, construction packages for portions of the corridor near Indian Hills Road have already been advertised and bid, including grading, drainage, and bridge construction work.

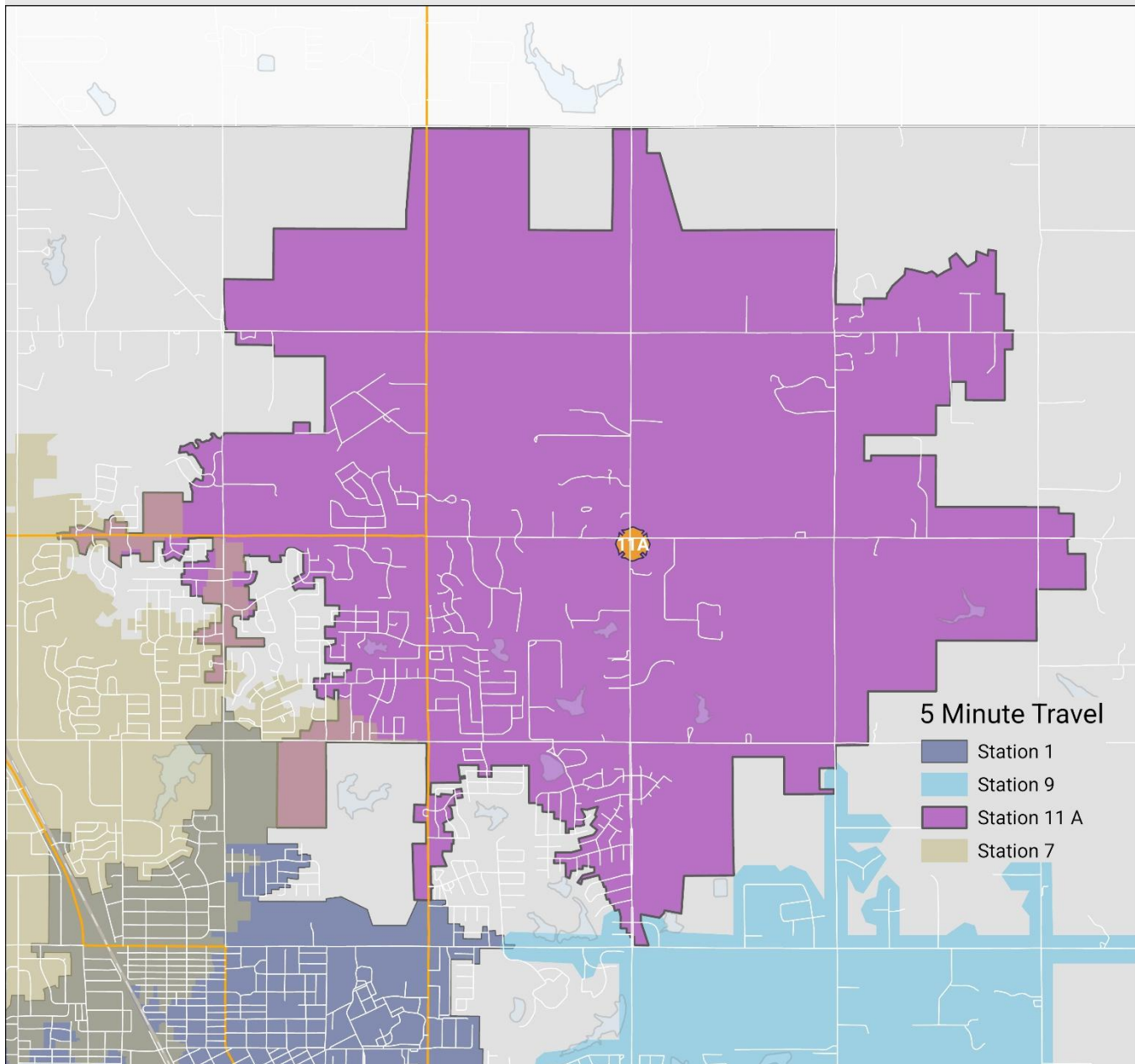
The western portion of the East-West Connector, between I-44 in Newcastle and I-35 in Norman, is expected to open to toll traffic by the end of 2027. The full corridor east to I-40 and the Kickapoo Turnpike is less certain: OTA has cited 2030 for completion, though some estimates run to 2033, and the

easternmost leg to I-40 has no finalized design or timeline after the Bureau of Reclamation required a route change near Lake Thunderbird.

STATION 11

The purpose of Station 11 near the intersection of East Tecumseh Road and 24th Avenue NE is to provide additional resources to the area north of Tecumseh Road and support to areas west and south of Tecumseh Road in Planning Zone 7 of the city. The biggest change since the 2025 report is that the construction of the East-West Connector has been slightly accelerated. This construction in the northern section of the city may increase development in the area, though that remains to be seen. The following map illustrates the travel for the Tecumseh Road and 24th Avenue NE location.

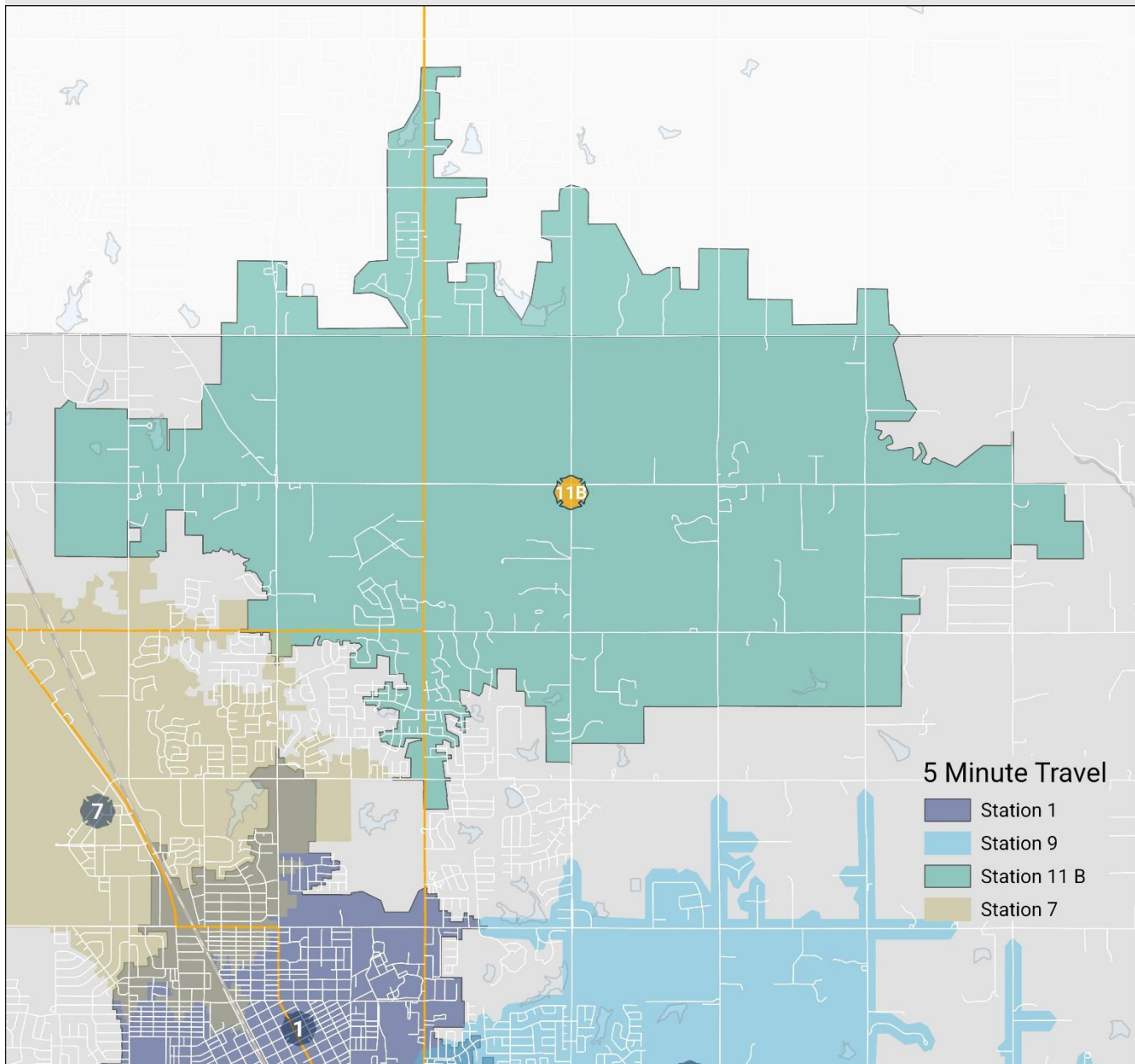
Station 11A Tecumseh Road & 24 Avenue



As shown, this location provides a good response area north to the city limits, with some overlap with Stations 7 and 9.

A second site at the intersection of Franklin Road and 24th Avenue NE was examined. The following map illustrates the travel time for this location.

Station 11B Franklin Road & 24 Avenue



This location moves the station farther north, allowing the response area to extend beyond the northern city limits and reducing overlap with Station 7. This location also eliminates overlap with the Station 9 response area and creates an area between Station 9 and the proposed Station 11 response area that falls outside the 5-minute travel time polygon.

Since the 2025 report, the most significant change is the updated construction schedule of the East – West Connector. Based on the travel time projections, the original site at Tecumseh Avenue and 24th Avenue NE remains the preferred location for the fire station.

STATION 12

The extension of the East-West Connector from I-35 to the I-40/Kickapoo Turnpike is projected to be completed between 2030 and 2033, with segments becoming operational in phases starting in 2027. The North-South Connector (South Extension) remains a long-term component of the ACCESS Oklahoma program, and no construction or completion schedule has been established at this time.

Station 12 was sited at 108th and Franklin based on the anticipated East-West/North-South interchange, associated development, and potential fire service response needs. This location and station should be treated as a placeholder: it remains reasonable given current plans. Still, it may need to shift along the corridor depending on how development proceeds along the East-West Connector and how the North-South Connector's alignment and timeline are ultimately defined.

For the South Extension, it would be beneficial to locate interchanges at Tecumseh Road, Alameda Drive, and Highway 9. Interchange access at these locations would enhance the department's ability to provide service along the highway. It would fit within the current and future planned configuration of the fire protection system. As the design and construction schedule for the South Extension is established, these locations should be considered to support emergency response access and alignment with existing and future station placement.

EAST REGION

This region is Planning Zone 5A and is a rural area east of Lake Thunderbird. This building was not constructed as a career fire station, according to the 2025 facility assessment. The building is a tilt-up concrete structure with no capacity to expand and is beyond its useful life. The location adjacent to a community center with a shared parking lot poses issues for apparatus arriving and departing the facility, and this is exacerbated by the requirement that apparatus back into the bays. As a result, this facility is a strong candidate for relocation and replacement.

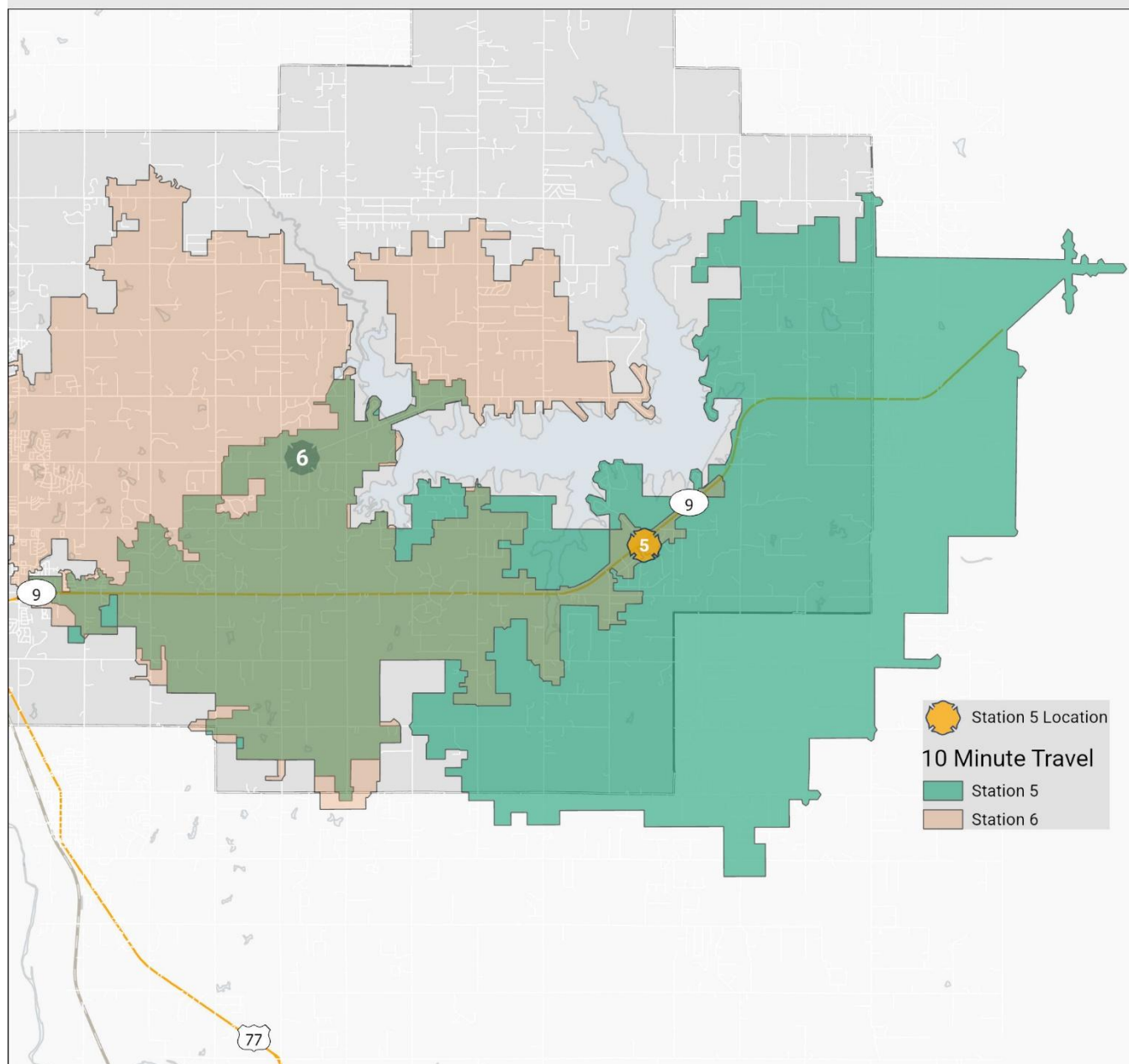
In the 2025 analysis, relocating Station 5 to the area of Highway 9 and Clear Bay Avenue was intended to reduce travel time to areas south of Lake Thunderbird while maintaining access to the east side of the lake. Additionally, the relocated station would be better positioned to support Station 6.

While there are no residential developments in the Station 5 area, there are proposed developments in the west sector in Planning Zone 6A. It is anticipated that as development continues in the core area of Norman, more build-out will move east. However, the South Extension of the East-West Connector is expected to run along the west side of the lake and intersect several streets, including Highway 9.

STATION 5

As noted in the 2025 facility assessment, this station needs to be replaced. Moving it to the area of Highway 9 and Clear Bay Avenue remains viable. It provides improved service levels in the areas south of Lake Thunderbird and continues service levels in the eastern sections. Also, there is improved service-level support for the Station 6 area and the anticipated South Extension. The following map illustrates the 10-minute travel time with Station 5 in the new location.

Station 5 Clear Bay Avenue & Route 9 - 10 Minute Travel



As illustrated, the area south of Lake Thunderbird is well within the 10-minute travel time polygon, and there is good overlap with Station 6, further improving service levels in the area.