

LAKE JOHANNA FIRE DEPARTMENT

2025 STRATEGIC PLAN

Published 07/15/2025



Table of Contents

| | |
|----|--|
| 3 | Executive Summary |
| 4 | FD History and Overview |
| 5 | LJFD Today |
| 6 | Coverage Area |
| 7 | Stations |
| 10 | Challenges |
| 12 | Goal - Ensure Effective Emergency Response to Fire and Medical Emergencies in Our Contract Cities. |
| 12 | Challenge #1 – Difficulty filling vacant shifts for staffing at all three stations. |
| 14 | Goal - Adapt to the challenges of a growing organization. |
| 14 | Challenge #2 – Administrative needs are outpacing our current capacity. |
| 15 | Goal - Deliver quality community risk reduction and emergency preparedness. |
| 15 | Challenge #3 – Providing inspections, plan reviews and pre-fire planning to our growing cities. |
| 16 | Goal - Identify and implement changes for operational improvement. |
| 16 | Challenge #4 – Provide quality Emergency Medical Services to the community. |
| 18 | Goal - Assure facilities and fleet are maintained and replaced to meet the needs of the communities. |
| 18 | Challenge #5 – Maintaining a fleet and facilities operationally efficient for staff. |
| 19 | Looking Ahead |
| 20 | APPENDIX A - CURRENT AND HISTORICAL CALL TRENDS |
| 21 | APPENDIX A - CURRENT AND HISTORICAL CALL TRENDS |
| 22 | APPENDIX B - STAFFING VACANCY RATES |
| 23 | APPENDIX C - HISTORICAL CALL DATA OVERLAPPING INCIDENTS |
| 24 | APPENDIX D - HISTORICAL AND PROJECTED MULTI-UNIT RESIDENTIAL BY CITY |
| 25 | APPENDIX E - FIRE INSPECTION ACTIVITIES |

Executive Summary

In 2024, the department began developing this strategic plan. As a non-profit organization providing fire protection services to three communities, we believe it is essential to outline our structure, strategic objectives, and goals. These elements not only guide daily operations and long-term direction, but also shape critical conversations with the communities we serve—especially as we seek future funding commitments for fire protection and emergency response.

The urgency of rapid response has never been greater. Modern building materials and home contents burn faster and hotter than in the past, significantly reducing the time available to intervene. What used to be a window of 8–10 minutes to control a fire and rescue occupants has narrowed to just 2–4 minutes before conditions become unsurvivable or structures become unstable. Our communities rightly expect us to respond quickly to fire and medical emergencies—but today’s risks demand it. Every minute counts, and delayed response can mean the difference between a manageable incident and catastrophic loss of life and property.

Since the Lake Johanna Fire Department was established in 1943, the needs of both the department and the communities have evolved—and will continue to do so. Increased call volumes, ongoing development, and challenges in part-time staffing are reshaping our service demands.

Through our review of current conditions and anticipated future needs, we have identified the following strategic objectives to guide our organization and the cities we serve:

- **Ensure adequate response to fire and medical emergencies in our service areas**
- **Adapt to the needs of a growing organization**
- **Deliver effective community risk reduction and emergency preparedness**
- **Improve operational efficiency through strategic changes**
- **Maintain facilities, equipment, and fleet in alignment with industry standards and community needs**

Each objective includes specific, current goals. While our strategic objectives are expected to remain stable, the associated goals will evolve as needed. This document is intended as a living plan—one that can be updated to reflect progress and shifting priorities over time.

FD History and Overview

The Lake Johanna Fire Department Inc. was organized in July of 1943 by a few dedicated members residing in the New Brighton Road and Lake Johanna Boulevard area of what was then Mounds View Township.

This group of members solicited door to door for donations, sponsored carnivals, booyas, and other events to generate the initial capital to provide needed fire protection to the area residents. Up to this time the area was served by the Mounds View Fire Department which was some distance away.



In the fall of 1943, their efforts became a reality, and a two-bay fire station was erected by the members on property purchased by the Department at 3242 New Brighton Road. Three years later, as more service was required, a new three bay station was built just north of the original station at 3246 New Brighton Road. In 1943 firefighting equipment consisted of a 1000-gallon tanker with an Office of Civilian Defense skid pump.



In 1946 the Department mortgaged the new station to purchase a new (to the Department) fire truck. It was a 500 GPM triple combination with a 500-gallon tank giving the Department two trucks, equipment, and property valued at about \$25,000.

With the incorporation of the villages of Arden Hills, North Oaks and Shoreview with their expanding populations, again more service was needed. Around 1960, Station #2 was erected at 4676 Hodgson Road.



In 1986 Station #3 was erected at its current location because of the increase of population in northern Shoreview and North Oaks.

There was a need for further protection in the southern parts of Shoreview and Arden Hills due to the fast and large developments of business parks and commercial buildings. This additional protection is provided by Station #4 which is located at 3615 Victoria Street and put into operation in the summer of 1988.

Station #3 and #4 are both owned by Shoreview and in 2005 both Stations had significant remodeling to meet current service demands. Stations #2, and #3 received additional remodeling in 2012 to accommodate our changed staffing model and organization's needs.

In 2014, all of the stations in Ramsey County

were renumbered to align with a countywide communications plan. Station 1 became Station 110, Stations 2, 3 and 4 became 120, 130 and 140, respectively. In 2017, Station 110 was decommissioned and the property was sold.

What started as a volunteer fire department in 1943 has evolved into a combination full-time and part-time department that provides around-the-clock staffing to our three communities. Starting with a few part-time members providing staffing for a duty crew, and eventually expanding to 24-hour staffed stations, with part-time members filling those shifts. In 2024, the hiring of 6 full-time Captains allowed the fire department to staff all three stations with an on-duty crew when at full staffing levels. This addition has helped reduce response times to the northwest section of our service area and allowed the department to reduce the times a response would be delayed due to overlapping or concurrent calls.

Over the years the training of the members has expanded to include Fire Fighter I & II, Haz-Mat Operations and EMT. Many members have additional training such as Water/Ice Rescue, Haz-Mat Technician, Ropes and Confined Space and Paramedic reflecting the department's dedication and progress.



LJFD TODAY

Department Profile

**Combination Department
Covering 31 Square Miles
Protecting 42,000 residents
4,866 Responses in 2024**

Staffing

**4 Full-Time Chief Officers
1 Full-Time Office Manager
6 Full-Time Captains
77 Part-Time Firefighters**

Facilities/Equipment

**3 Stations
4 Engines
1 Ladder
2 Rescues
1 Tanker
2 Brush Trucks
4 Command Vehicles
1 Rescue Boat**

STATION 120 SUMMARY

24/7 Staffing
Full-Time Captain - 1
Part-Time Firefighters - 2



4676 Hogson Road, North Oaks

APPARATUS



ENGINE 121



RESCUE 125



UTILITY 126



**ENGINE 132
RESERVE**

STATION 130 SUMMARY

24/7 Staffing
Part-Time Firefighters - 2/3
+ Administration



5545 Lexington Avenue, Shoreview

APPARATUS



ENGINE 131



TANKER 134



RESCUE 145
RESERVE

STATION 140 SUMMARY

24/7 Staffing
Full-Time Captain - 1
Part-Time Firefighters - 2



3615 Victoria Street, Shoreview

APPARATUS



ENGINE 142



LADDER 113



UTILITY 146



BOAT 149

CHALLENGES

The challenges faced by the department are not all specific to the Lake Johanna Fire Department. Many departments around the country compete for their membership's time with a myriad of other commitments many of them have in their personal lives. Nearly all of our part-time members have full-time jobs away from the area, and many work for other fire departments. The time commitments needed to stay current on training, certifications and the required shift hours within each quarter can be challenging. For those who have families, the needs at home often limit the amount of time they can commit to the fire department.

With the shift to **24/7 staffing**, the department continually assesses shift schedules, training and participation requirements to balance organizational needs with member **retention**, recognizing the long-term investment in their equipment and training.

For **recruitment**, the number and quality of applicants applying for fire department positions has slowed, a trend that affects other departments as well.

While the number of part-time positions we have has remained stable, keeping them filled has been a challenge. Onboarding a new member can take **one to two years** to have a fully competent and trained member to replace someone who leaves the department. There is also significant cost, not only in turnout gear, equipment and training, but in time dedicated to training and onboarding new staff. Full-time Captains have added some stability to scheduling and staffing, but it remains clear we need to continue to do more.

Discussions around full-time staff have always relied on a plan to help assure staffing at our three

stations to handle the **current and increasing call volumes** (see Appendix A). Additional full-time staff needs were always based on the membership's ability to fill open shifts.

Pre-incident planning and fire inspections are vital for both the department and the communities we serve. We remain committed to meeting inspection schedules for existing properties while also conducting plan reviews and inspections for new construction. **New development** of the Rice Creek Commons area, as well as **expansion of multi-family housing** projects in all of the

cities will continue to put pressure on our inspections program. Full-time Captains play a key role in these efforts, though high call volumes and staffing demands can sometimes limit their availability for these essential tasks.

As our department continues to grow and mature, the need for **administrative support** grows along with it. As an independent organization, our department does not have the same **human resources,**

finance and payroll support that may be present in a municipal department sized or structured like ours. Staying compliant with current laws, maintaining policies and assuring our timekeeping and payroll services function well and meet the needs of the department are vital.

As **Technologies** continue to evolve and solutions to improve upon practices, make them more efficient or integrate services into unified platforms are all areas the department knows it needs to address to maintain compliance and give our staff the proper tools to safely and effectively perform their duties. We continue to evaluate those tools and software to identify solutions that will meet our needs and potentially streamline our



operations, all while looking for cost savings or efficiency in consolidating multiple platforms into a collection or suite of tools.

The recent approval of the **construction project for Station 110**, our new headquarters, will bring a needed improvement to our facilities and a tremendous benefit to our ability to properly train our staff at an ISO-approved facility training site.

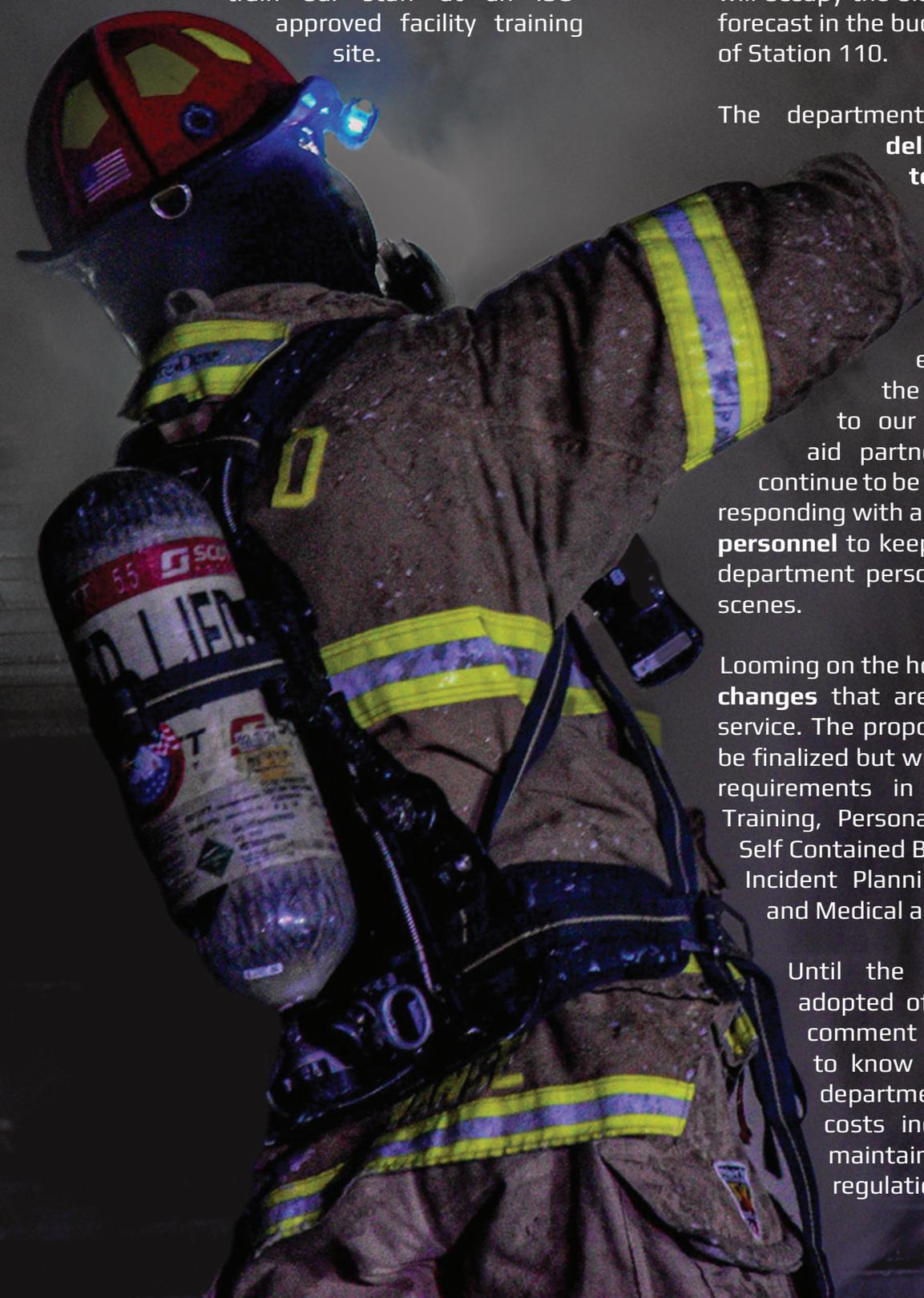
The department is also committed to maintaining Stations 120 and 130 to assure the facilities provide a safe and functional work environment for the staff working there. This will continue to be a focus of the future capital improvement budgets.

Transitioning from the temporary bedrooms at Station 130 to renovated rooms that will occupy the old administrative offices is forecast in the budget after the completion of Station 110.

The department remains focused on **delivering excellent service to the communities** that we serve. Evaluating our staffing levels, the number of personnel responding to callbacks when major emergencies occur, and the supplemental response to our calls by our automatic aid partners surrounding us will continue to be evaluated to ensure we're responding with an **appropriate number of personnel** to keep our community and fire department personnel safe on emergency scenes.

Looming on the horizon are **updated OSHA changes** that are set to impact the fire service. The proposed changes have yet to be finalized but will likely include additional requirements in the following areas - Training, Personal Protective Equipment, Self Contained Breathing Apparatus, Pre-Incident Planning, Apparatus, Facilities and Medical and Physical Screening.

Until the proposed changes are adopted officially after their public comment period closes it's difficult to know their full impact on our department's operations and any costs incurred in the future to maintain compliance with OSHA regulations.



ENSURE EFFECTIVE EMERGENCY RESPONSE TO FIRE AND MEDICAL EMERGENCIES IN OUR CONTRACT CITIES

Challenge #1 – Difficulty filling vacant shifts for staffing at all three stations.

Strategies to address this challenge.

- Hire 3 full-time Firefighters in 2026 to add staffing to fill existing vacancies in the schedule.
- Hire 3 additional full-time Firefighters in 2027 to continue shifting part-time positions to full-time, reducing the reliance on part-time staffing.
- Continue full-time staff hiring in future years, reducing part-time staffing through attrition and assuring reliable 24/7 staffing.

Maintaining adequate staffing levels across all three stations remains a significant challenge. While the addition of six full-time Captains in 2024 enabled a 24/7 staffing model, we continue to rely heavily on part-time personnel—many of whom have full-time jobs or commitments elsewhere. Vacant shifts, particularly at Station 130, have led to “brown-out” conditions where the station is unstaffed. In 2024, Station 130 was browned out during 21% of scheduled shifts, and 46% of shifts had fewer than eight personnel on duty. Our current budget supports either eight or nine personnel dependent on the day of the week and time of day. Shifts staffed with fewer than 8 personnel mean there are one or more vacancies and the base schedule was not filled.

Reduced staffing directly impacts our ability to respond safely and effectively to emergencies. For structure fires, a full crew is required to conduct search and rescue or initiate fire suppression. With limited personnel, crews must wait for backup before entering a structure, costing critical time. This is especially dangerous given the rapid growth rate of modern fires and the limited survivable window for occupants.

Addressing this challenge is our highest strategic priority. Incremental hiring of full-time firefighters will reduce reliance on part-time staff, improve response consistency, and lower costs related to gear, training, and software platforms based on headcount. **Appendix A** and **Appendix C** show the increasing call volumes and overlapping incidents historically. **Appendix B** gives a more detailed look at staffing across the stations during 2024.

37%

Shifts in Q1 2025 with fewer than 8 personnel on duty across the three stations.

ENSURE EFFECTIVE EMERGENCY RESPONSE TO FIRE AND MEDICAL EMERGENCIES IN OUR CONTRACT CITIES

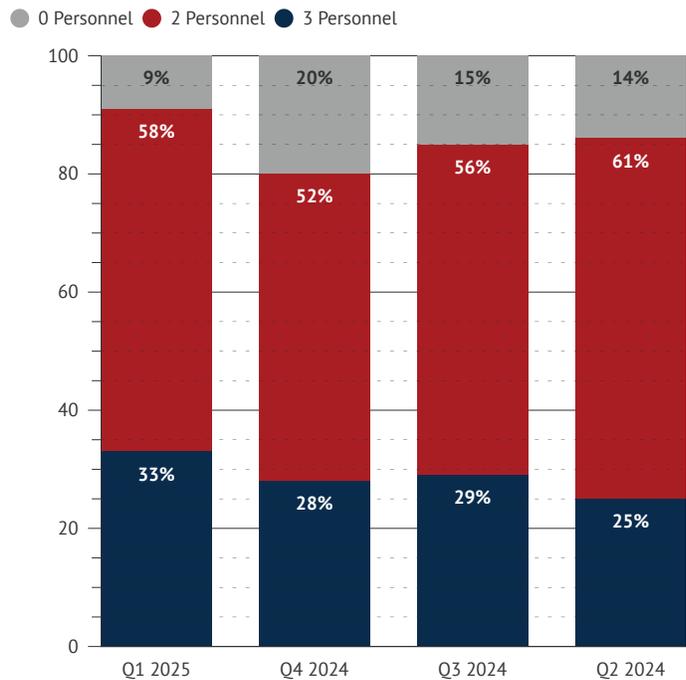
With crews of three, first arriving apparatus can proceed when the second apparatus arrives, giving them two-in and two-out to meet guidelines for safety. As our response area continues to develop, we can expect call volumes to rise as they have historically increased, leading to more calls that overlap. Increasing the minimum participation hours required of part-time staff in each quarter to try and offset this will likely lead to more members leaving the department and be counterproductive to our efforts.

Recent calls for service have highlighted the risk or reduced efficiency of staffing with two personnel on shift. During a recent wildland fire, the first arriving apparatus was staffed with two personnel. This was a fast moving fire, and the deployment of a handline to stop the spread of the fire needed to be supplemented with additional crews and was challenging for all the personnel. Limited access and the terrain made it difficult for small crews to be effective. Ultimately the fire grew rapidly and multiple mutual aid departments were called in to assist.

A recent fire at a multi-unit townhome posed challenges for the first arriving engine. The Captain had to conduct a size-up while the apparatus operator managed the initial fire attack line - deploying it to the needed location, then returning to charge it. Despite strong performance from the crews, having an additional crew member would enhance efficiency and safety on the fireground.

Addressing this challenge is the most important strategic objective facing the department. Staffing the department with more full-time members reduces the variability of staffing and helps us meet the existing needs. The loss of part-time membership due to retirement, career advancement and personal commitments is a recurring issue, and while understandable, is not easily filled with hiring new part-time staff who require months, if not a year to become fully trained.

Incremental hiring timelines help the department align staffing with operational needs, while gradually reducing reliance on part-time personnel. With fewer total personnel, the department can reduce expenses on training programs, turnout gear, and equipment purchases. Additionally, many of our subscription-based services - such as scheduling platforms and online training platforms - are priced according to staff size.



STATION 130 STAFFING LEVELS BY PERCENTAGE

ADAPT TO THE CHALLENGES OF A GROWING ORGANIZATION

Challenge #2 – Administrative needs are outpacing our current capacity.

Strategies to address this challenge.

- Hire additional staff to perform administrative services that are outpacing the current capacity of the organization.
- Continue the rollout of the Lexipol policy and procedure manuals and maintain both with up-to-date content.
- Implement technologies to streamline the timekeeping and payroll practices.

As the department continues to grow, administrative demands are outpacing our current capacity. Managing compliance with state and federal regulations, supporting additional full-time staff, and meeting the evolving needs of our membership present significant challenges. Unlike municipal departments, we do not have built-in human resources or finance teams, requiring us to assume responsibilities typically handled by full-time administrative staff.

Significant progress has been made with the modernization of our policy manual, which is now managed through Lexipol. This expansion of department policies helps ensure ongoing compliance with state and federal regulations and allows us to more efficiently implement updates as laws and standards evolve.

In 2024, the department finalized and ratified its first collective bargaining agreement with the Lake Johanna Professional Firefighters Local 5485. As the current contract expires on December 31, 2025, negotiations for a new agreement will begin in the coming year.

We are also working to modernize our timekeeping and payroll systems, moving away from paper-based records that require manual entry. While integrating digital solutions presents challenges for both administrative staff and department members, automating these processes will improve accuracy, reduce administrative workload, and support a more streamlined daily operation.

DELIVER QUALITY COMMUNITY RISK REDUCTION AND EMERGENCY PREPAREDNESS

Challenge #3 – Providing inspections, plan reviews and pre-fire planning to our growing cities.

Strategies to address this challenge.

- Grow and expand the fire inspection and pre-fire planning program for effective risk-reduction to our community and firefighters.
- Identify solutions with our communities for risk reduction such as data collection, address marking and hydrant locations.

The Lake Johanna Fire Department conducts fire inspections and plan reviews for our three communities. To be most effective, inspections should take place in the prescribed timelines. Adding full-time Captains to the staff of the department has allowed them to assist in completing inspections and follow-up visits. Plan reviews are conducted by the Fire Marshal and with expected growth continuing in our response area, we expect the number of plan reviews to increase, competing with time for conducting in-person inspections by staff involved in plan reviews and approvals. In 2024, fire inspection activities increased as Captains took on inspections and follow-up visits. This growth is expected to continue in 2025, with expanded inspection responsibilities for Captains on shift.

Pre-incident planning is an important task that is often completed along with an inspection visit. Historically those pre-plan documents have been stored in our fire reporting system, ImageTrend. When Ramsey County Emergency Communications Center introduced its Computer-Aided Dispatch (CAD) system, an interface was developed to integrate these documents. However, the process has proven cumbersome, requiring extensive preparation of PDFs for upload. During emergencies, responders must download and open these documents separately, adding complexity to the workflow.

To improve accessibility, we are exploring a solution to integrate pre-plan information directly into the CAD mapping system. This upgrade would allow responders to view essential data seamlessly on the map while en route, streamlining decision making and enhancing operational efficiency in real-time.

Responses to non-hydranted areas, locations with significant setbacks from the roadways or limited access continue to be areas where we have challenges. We understand we need to work with city staff from all three cities to help mitigate some problems with properly marked addresses or signage. We continue to encourage our communities to address non-hydranted areas for the safety of the residents, to limit property damage and to help keep our firefighters safe.

IDENTIFY AND IMPLEMENT CHANGES FOR OPERATIONAL IMPROVEMENT

Challenge #4 – Provide quality Emergency Medical Services to the community.

Strategies to address this challenge.

- Improve service delivery to the community for EMS through expansion to an ALS first response model, and equipment.
- Evaluate and maintain the training program for department members assuring high quality fire and EMS training is provided and tracked.
- Implement new reporting technologies, expand EMS charting capability and meet the new NERIS requirements.

Lake Johanna Fire Department currently responds to all medical calls in our three contract cities along with Ramsey County Sheriff's Office and Allina. Department members are currently required to complete Emergency Medical Technician – Basic training and maintain that as a minimum requirement.

Some of our department members are trained to a higher level of Paramedic. Roseville and St. Anthony Fire Departments have successfully rolled out ALS first response programs that equip apparatus with staff holding the higher training level of Paramedic with the additional equipment, supplies and medications needed to provide care. We have observed extended response times for some calls by the primary service area ALS ambulance, with coverage occasionally provided by mutual aid ambulances from other Paramedic-level ALS services to ensure timely emergency care.

Working with our medical directors on expanding that program would allow us to provide care at that higher level including 12-lead EKG monitoring, Intraosseous Access for medication administration, advanced airway management, as well as additional medications for pain management and cardiac arrest resuscitation.



**RESPONSES BY TYPE
AS OF 04/30/2025**

Expanding the first response capability to an ALS level also increases the training our EMT-B trained personnel would receive through our medical direction. Regions EMS provides continuing education at numerous sites around the region that is tailored to the BLS and ALS providers alongside each other at training sessions.



Along with the expanded level of care our staff could provide, our department has a need to expand our EMS charting capabilities. This need exists today, and our current reporting system is limited in its capability for charting EMS calls to the extent we would want to track data and do quality assurance reviews of the care our members provide.



Towards the end of 2025 our current fire reporting system, ImageTrend, will undergo a transition from the National Fire Incident Reporting System (NFIRS) to a new standard called the National Emergency Response Information System (NERIS). This transition is still being planned out and we don't fully know the impact. Any reporting solutions we choose to utilize in the future must have NERIS reporting capability and additional EMS charting capability.



ASSURE FACILITIES AND FLEET ARE MAINTAINED AND REPLACED TO MEET THE NEEDS OF THE COMMUNITIES

Challenge #5 – Maintaining a fleet and facilities operationally efficient for staff.

Strategies to address this challenge.

- Adjust apparatus purchasing plan for a replacement engine every four years to keep frontline apparatus and rotation into reserve status on par with usage and call volume.
- Assure fire station renovation, maintenance and replacement needs are met and forecasted to assure functional facilities.

Historical apparatus replacement schedules have added a new engine into the fleet every five years. Under that plan, the oldest of the three primary engines rotates into the reserve engine position and the existing reserve engine would be sold. As the call volumes increase, maintenance costs increase, and specifically on the older engines, we see the repair costs start to climb. By adjusting from 5 years to 4 years between Engine purchases it would mean in the 16th year an engine would be removed from service. Under the current schedule the reserve engine isn't rotated out of service until it reaches 20 years. If there ever were a need to add an additional engine to our fleet, it would mean a reserve engine with 4 frontline engines in service would still be 16 years old.

With construction of Station 110 beginning in 2025 and completing in 2026, this new station will house administrative offices, training facilities, as well as serve the needs of a 24-hour staffed department. Station 120 and Station 130 will continue to operate as 24-hour staffed locations and maintenance of those facilities will be necessary to keep them in good operating condition.

The capital budget also includes project funds to transition Station 130 to a more appropriate layout after renovation to house 24-hour crews. Transitioning the administrative offices to sleeping quarters and reclaiming the temporary spaces used for crew sleeping rooms will be required to make the space functional for crews to occupy the station around the clock.

Looking Ahead

The Lake Johanna Fire Department is committed to providing effective, efficient, and equitable emergency services to the communities we serve. This strategic plan outlines a clear, phased path to address current challenges while positioning the department for long-term success.

By 2030, our vision is to:

- Operate a fully staffed, 24/7 department with consistent coverage across all stations through a combination of full-time and part-time staffing.
- Maintain modern facilities and an updated fleet aligned with operational demands.
- Leverage integrated digital systems for scheduling, reporting, and emergency response.
- Expand risk-reduction and community preparedness initiatives in partnership with our cities.

We acknowledge that the financial investments necessary to achieve the objectives outlined in this strategic plan are substantial. However, these investments are crucial to ensure that our communities receive the level of fire protection and emergency services they expect and deserve. Providing timely, effective emergency response requires adequate staffing, modern equipment, and well-maintained facilities. By committing the necessary resources, we can continue to improve our capabilities, reduce risk, and enhance the safety of both our residents and our firefighters.

We recognize that the needs of our department and our communities will continue to evolve. This document is intended to be dynamic—adaptable to progress, responsive to new challenges, and updated as priorities shift.

Achieving our long-term goals will require continued collaboration, shared investment, and ongoing dialogue with our member communities. Together, we can ensure that the Lake Johanna Fire Department remains a trusted, professional, and capable provider of emergency services—today and into the future.

APPENDIX A - CURRENT AND HISTORICAL CALL TRENDS

2025 CALL PROJECTIONS AS OF 4/30/2025

| Total Incident Volume Projection | | |
|----------------------------------|-----------|---------------|
| | LAST YEAR | THIS YEAR |
| SO FAR | 1,447 | 1,681 +16.17% |
| TOTAL | 4,866 | 5,156 +5.96% |

| Incident Volume Projection - Arden Hills | | |
|--|-----------|--------------|
| | LAST YEAR | THIS YEAR |
| SO FAR | 452 | 545 +20.58% |
| TOTAL | 1,534 | 1,672 +9.00% |

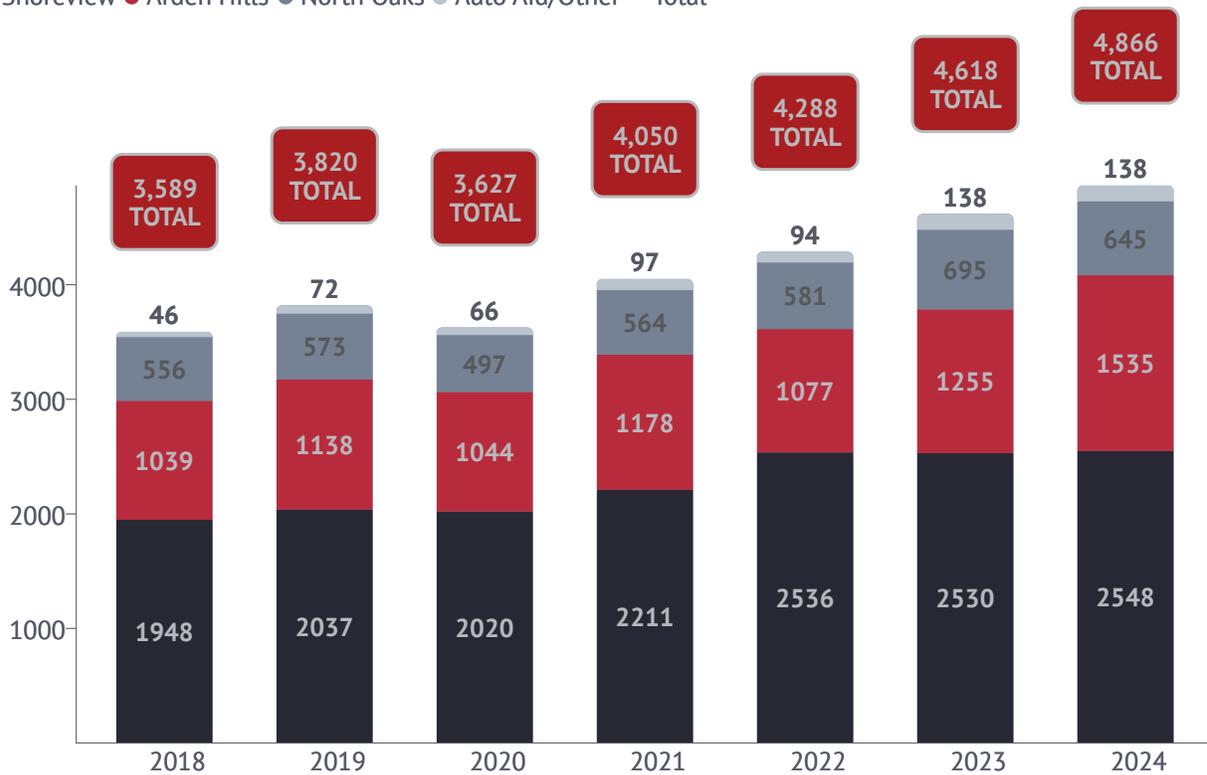
| Incident Volume Projection - North Oaks | | |
|---|-----------|-------------|
| | LAST YEAR | THIS YEAR |
| SO FAR | 196 | 219 +11.73% |
| TOTAL | 645 | 672 +4.19% |

| Incident Volume Projection - Shoreview | | |
|--|-----------|--------------|
| | LAST YEAR | THIS YEAR |
| SO FAR | 755 | 868 +14.97% |
| TOTAL | 2,547 | 2,662 +4.52% |

APPENDIX A - CURRENT AND HISTORICAL CALL TRENDS

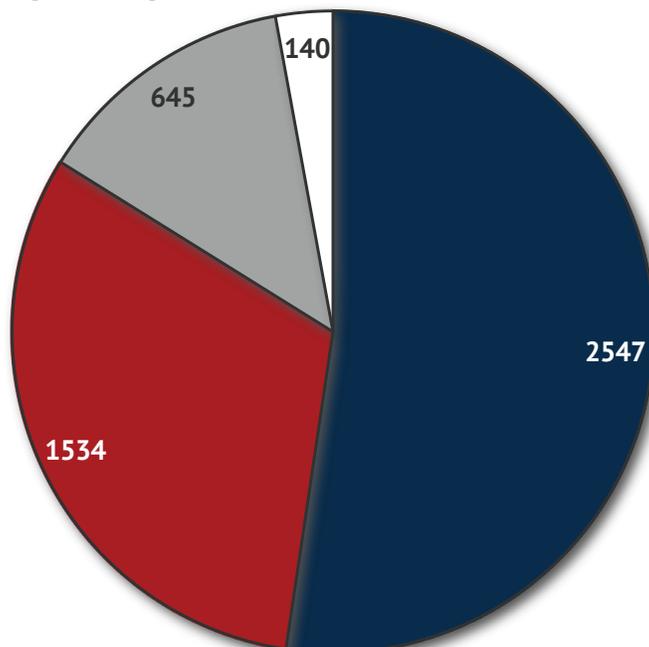
TOTAL CALL VOLUME WITH CITY AMOUNTS BY YEAR

● Shoreview ● Arden Hills ● North Oaks ● Auto Aid/Other Total



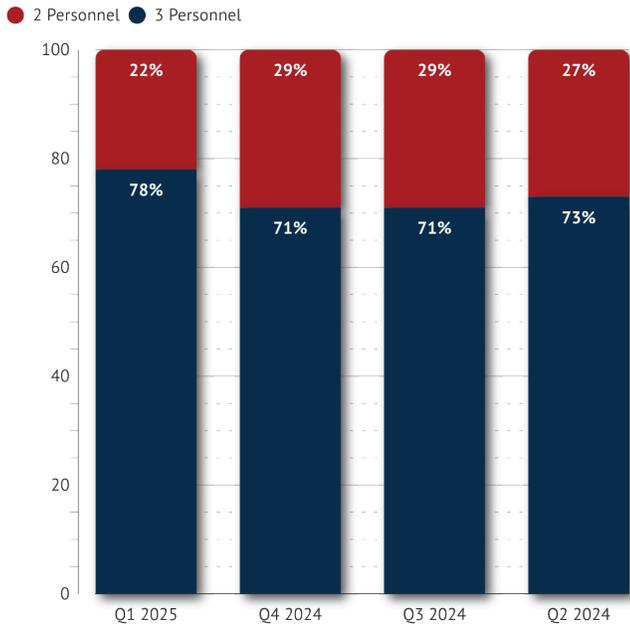
2024 CALL PERCENTAGES BY CITY

● SHOREVIEW ● ARDEN HILLS ● NORTH OAKS ○ OTHER

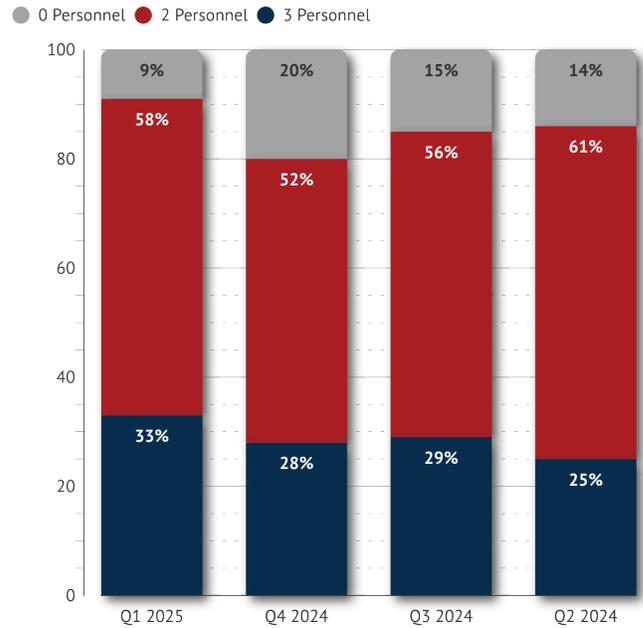


APPENDIX B - STAFFING VACANCY RATES

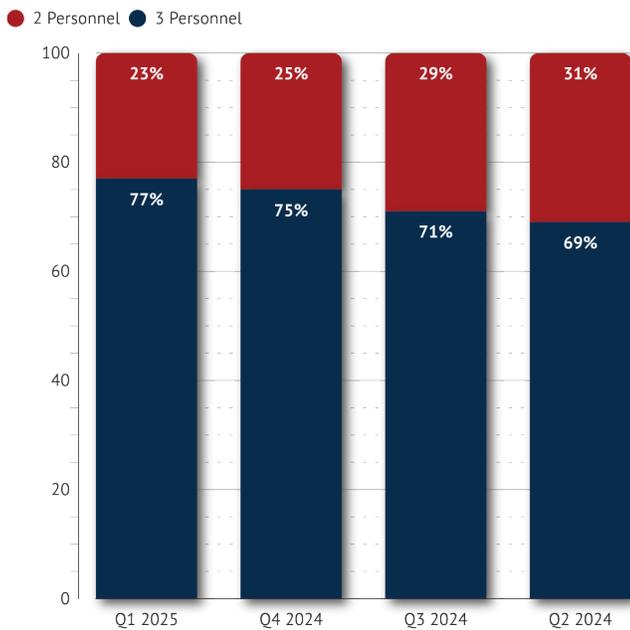
STATION 120 STAFFING BY QUARTER



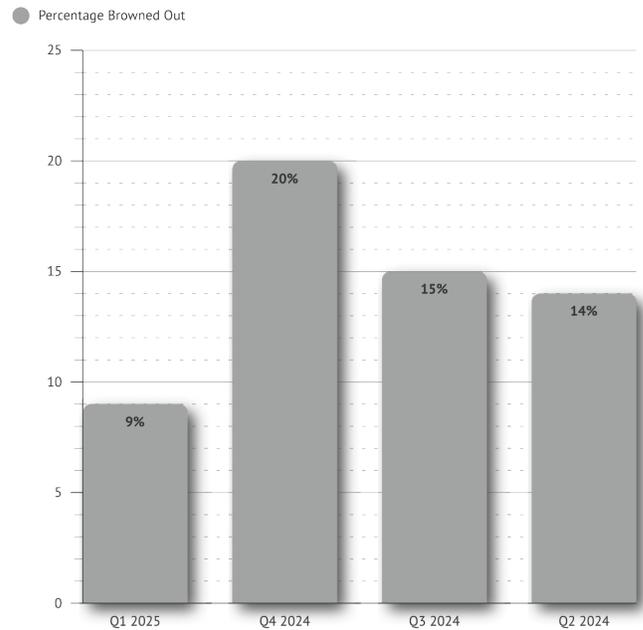
STATION 130 STAFFING BY QUARTER



STATION 140 STAFFING BY QUARTER

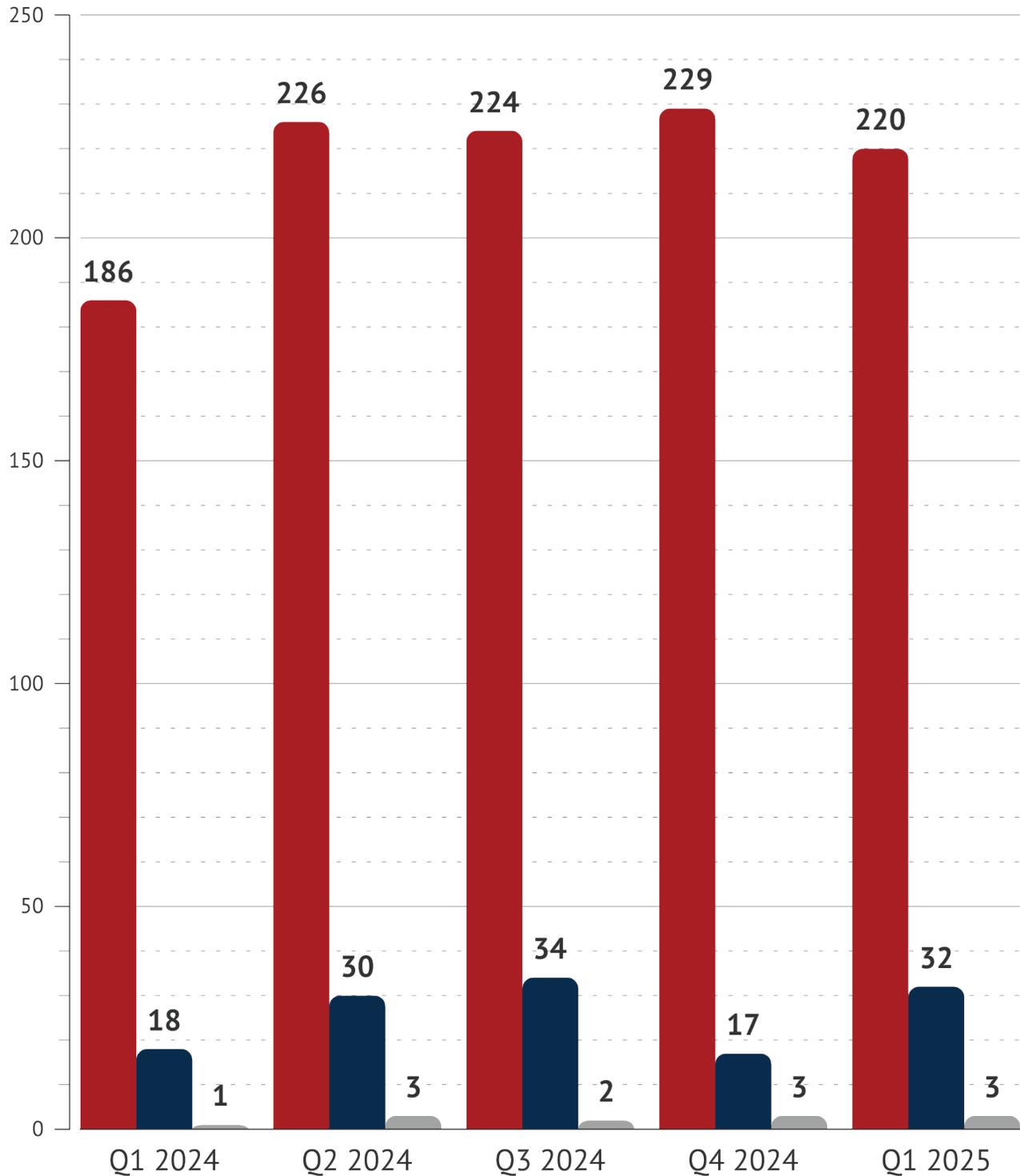


STATION 130 UNSTAFFED



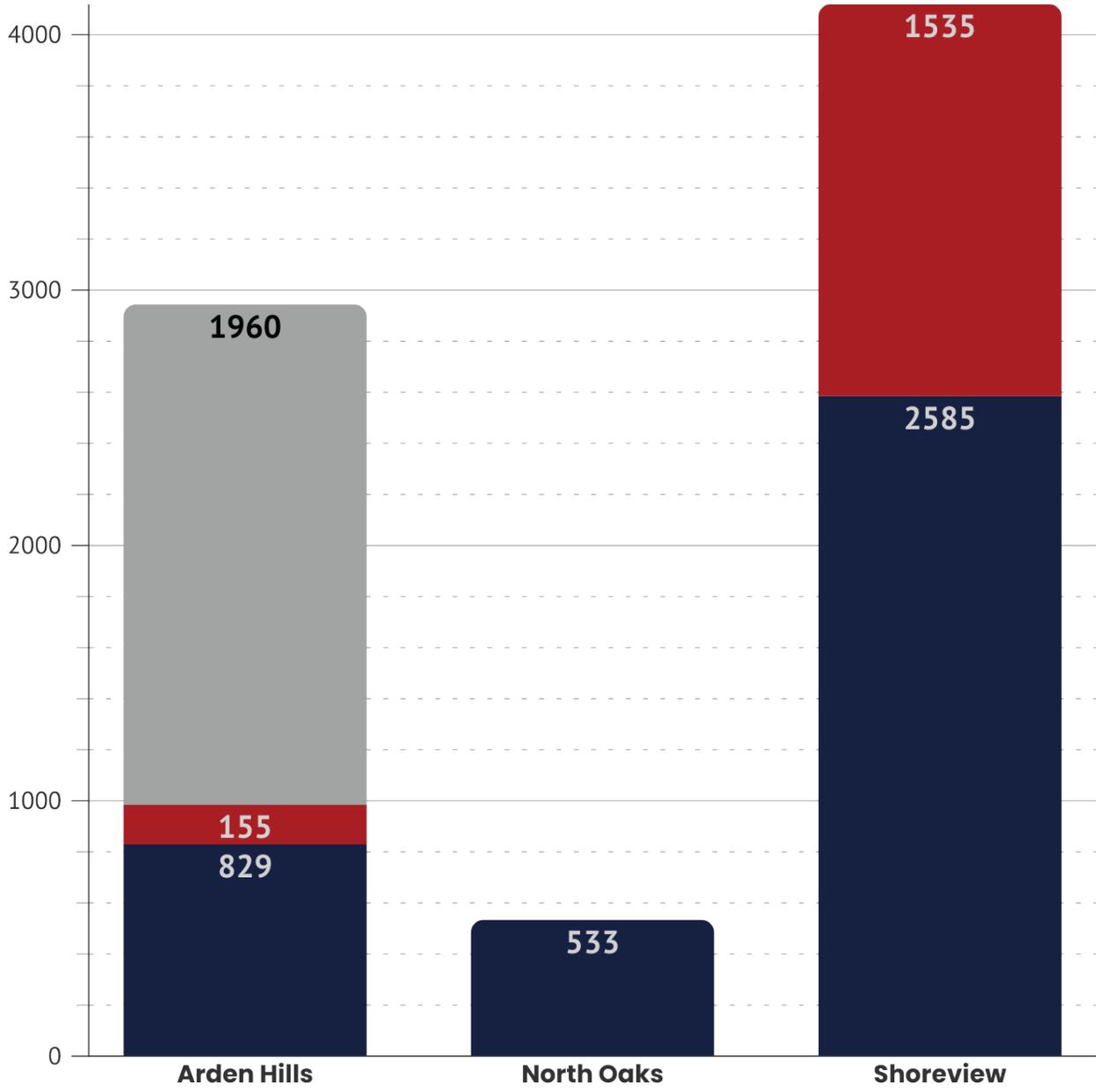
APPENDIX C - HISTORICAL CALL DATA OVERLAPPING INCIDENTS

■ TWO CONCURRENT ■ THREE CONCURRENT ■ FOUR OR MORE CONCURRENT



APPENDIX D - HISTORICAL AND PROJECTED MULTI-UNIT RESIDENTIAL BY CITY

● Current Multi-Unit Housing ● Future Multi-Unit Housing ● Future Rice Creek Development Units



APPENDIX E - FIRE INSPECTION ACTIVITIES

● Inspections Completed (As of 4/29)

