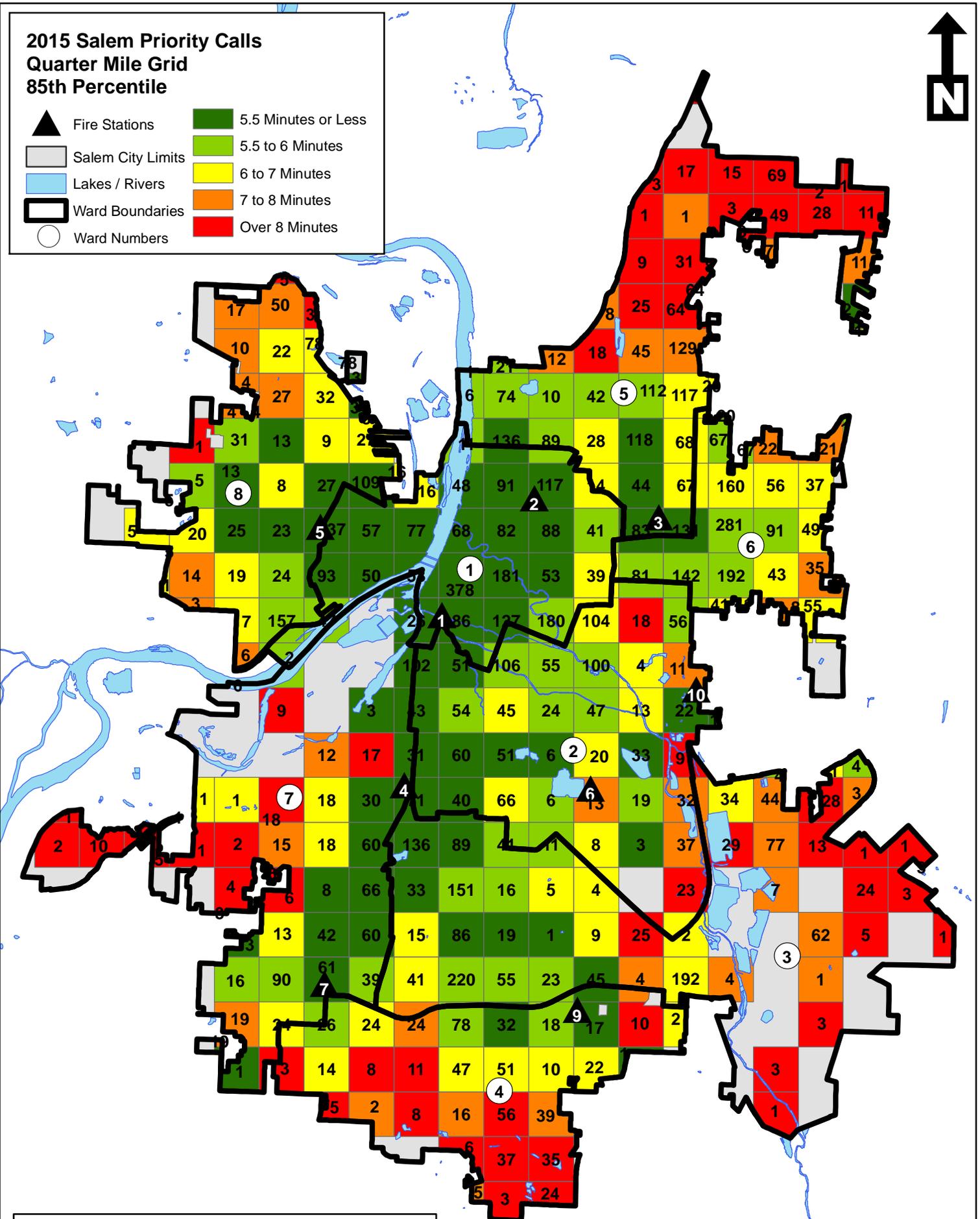


2015 Salem Priority Calls Quarter Mile Grid 85th Percentile

-  Fire Stations
-  Salem City Limits
-  Lakes / Rivers
-  Ward Boundaries
-  Ward Numbers
-  5.5 Minutes or Less
-  5.5 to 6 Minutes
-  6 to 7 Minutes
-  7 to 8 Minutes
-  Over 8 Minutes

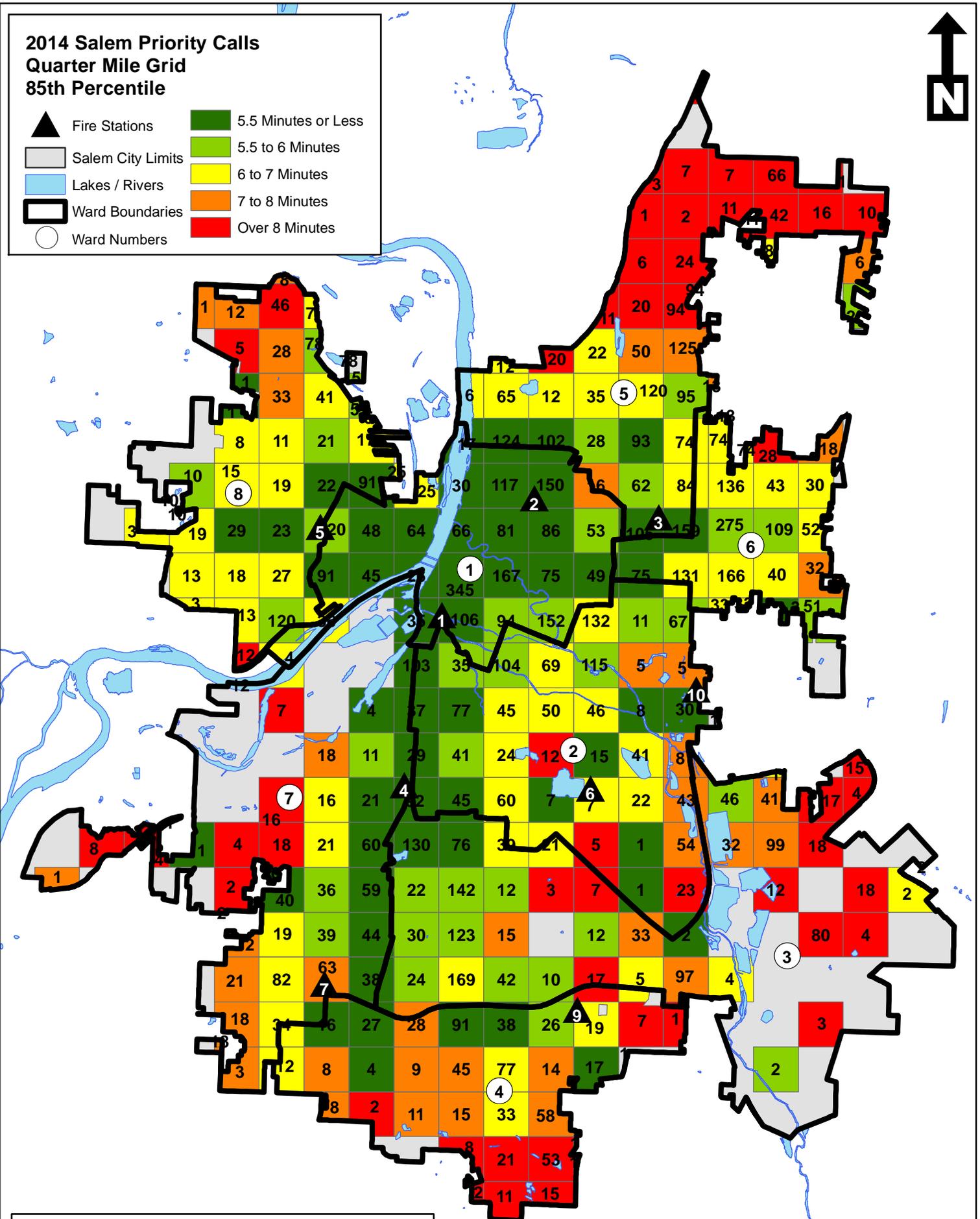


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Each box contains the number of priority calls counted.

**2014 Salem Priority Calls
Quarter Mile Grid
85th Percentile**

-  Fire Stations
-  Salem City Limits
-  Lakes / Rivers
-  Ward Boundaries
-  Ward Numbers
-  5.5 Minutes or Less
-  5.5 to 6 Minutes
-  6 to 7 Minutes
-  7 to 8 Minutes
-  Over 8 Minutes

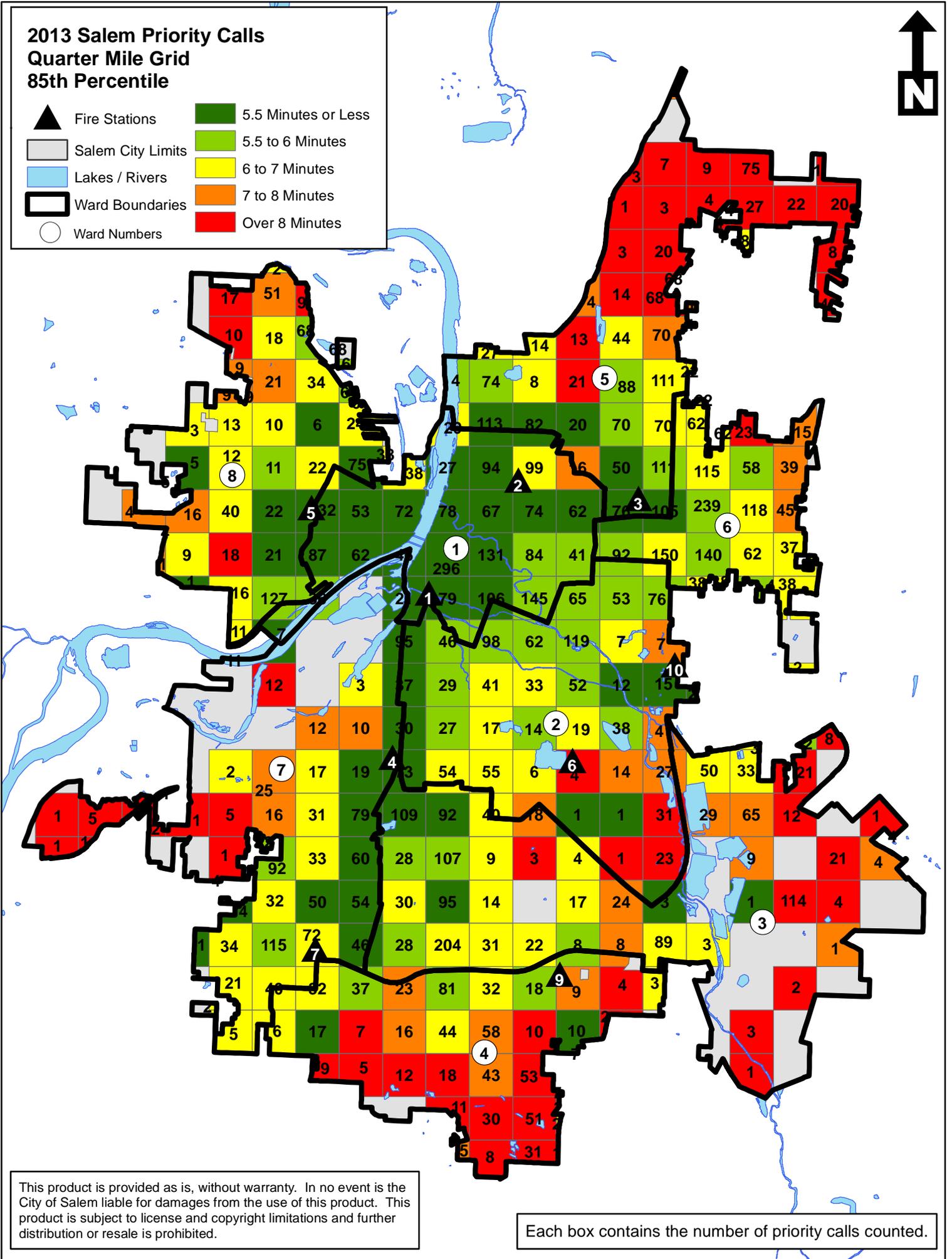


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2013 Salem Priority Calls Quarter Mile Grid 85th Percentile

-  Fire Stations
-  Salem City Limits
-  Lakes / Rivers
-  Ward Boundaries
-  Ward Numbers
-  5.5 Minutes or Less
-  5.5 to 6 Minutes
-  6 to 7 Minutes
-  7 to 8 Minutes
-  Over 8 Minutes

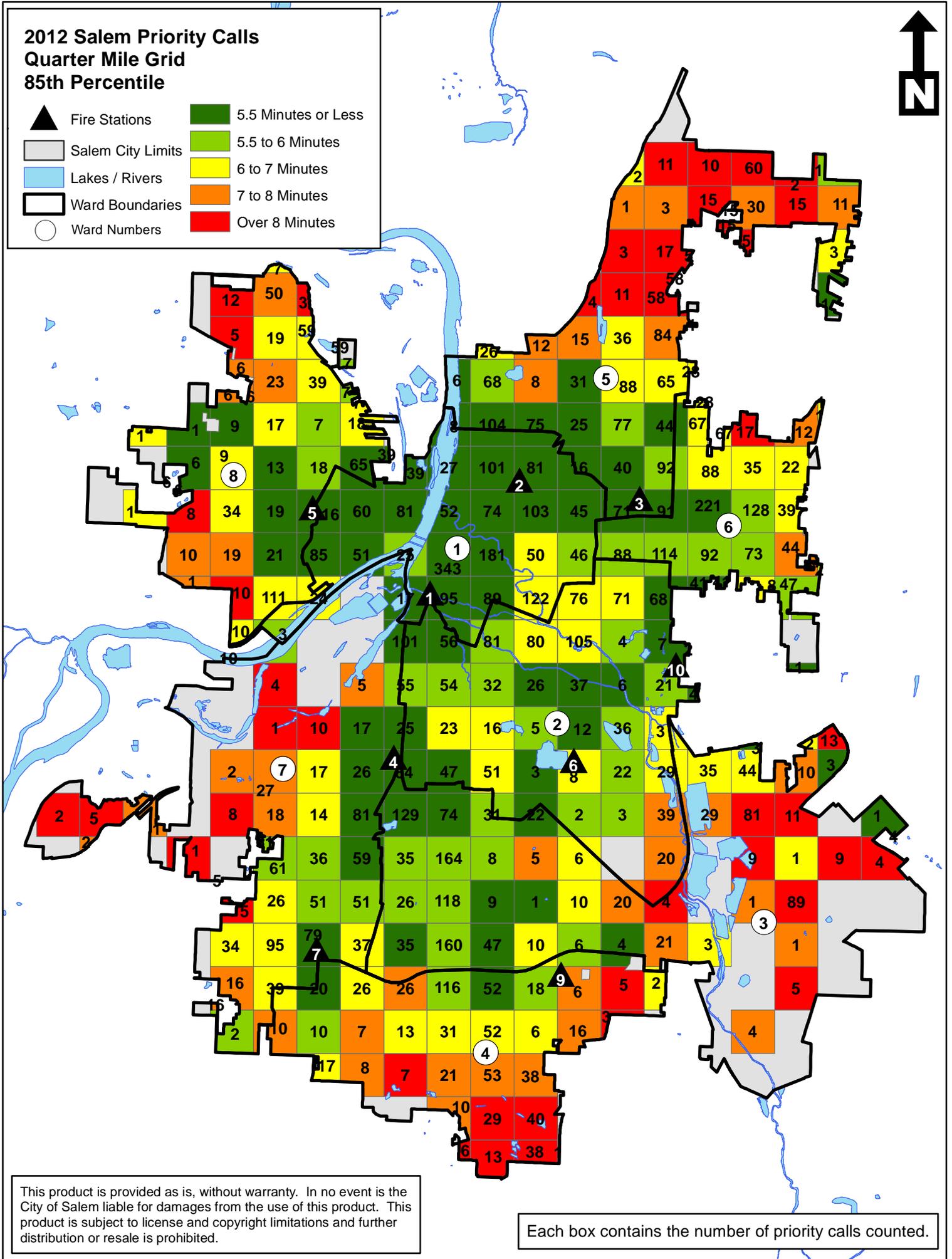


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2012 Salem Priority Calls Quarter Mile Grid 85th Percentile

-  Fire Stations
-  Salem City Limits
-  Lakes / Rivers
-  Ward Boundaries
-  Ward Numbers
-  5.5 Minutes or Less
-  5.5 to 6 Minutes
-  6 to 7 Minutes
-  7 to 8 Minutes
-  Over 8 Minutes

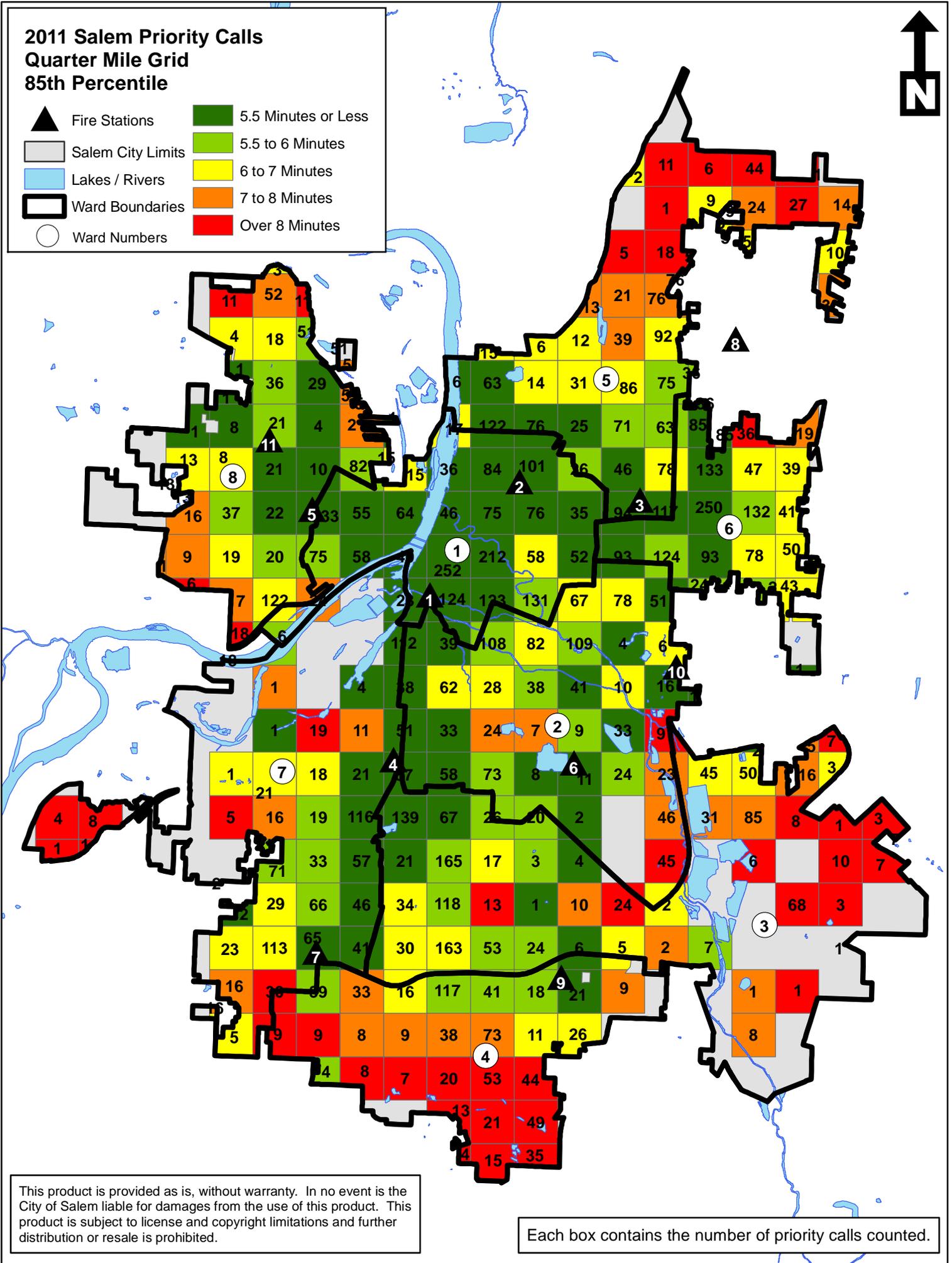


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2011 Salem Priority Calls Quarter Mile Grid 85th Percentile

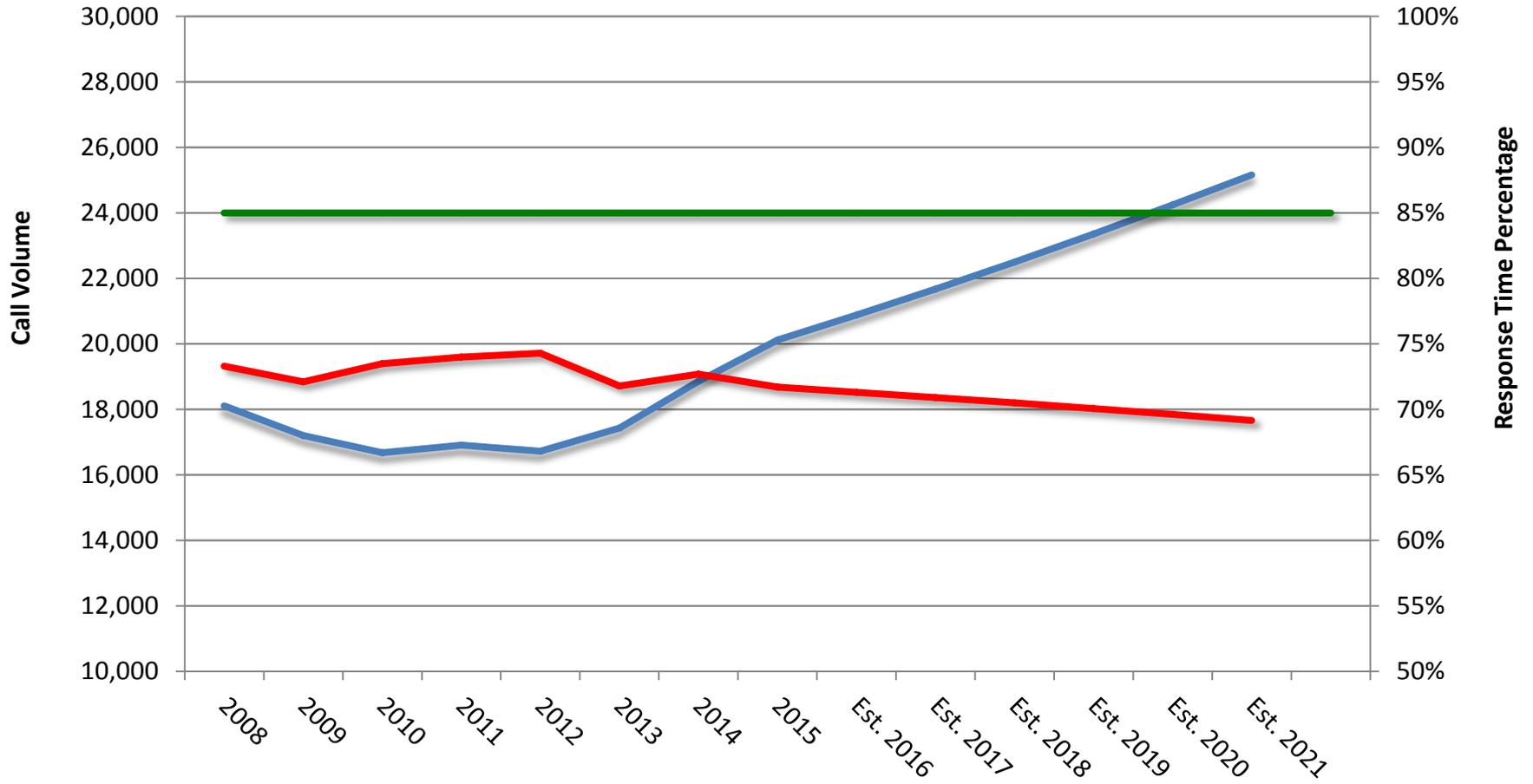
-  Fire Stations
-  Salem City Limits
-  Lakes / Rivers
-  Ward Boundaries
-  Ward Numbers
-  5.5 Minutes or Less
-  5.5 to 6 Minutes
-  6 to 7 Minutes
-  7 to 8 Minutes
-  Over 8 Minutes



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Annual Call Volume and Response Times



Average increase (2011-2015) = 3.8%

3.8% increase per year forecasted for 2016-2021

— Call Volume — Response Percentage — Percentage Goal