

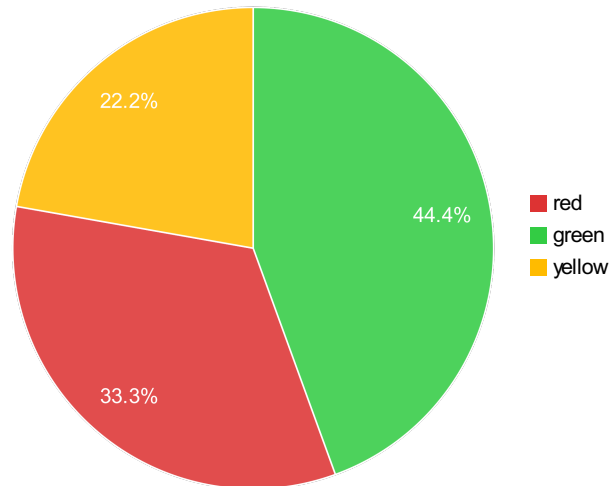
Military Department

Annual Performance Progress Report

Reporting Year 2018

Published: 9/26/2018 11:35:10 AM

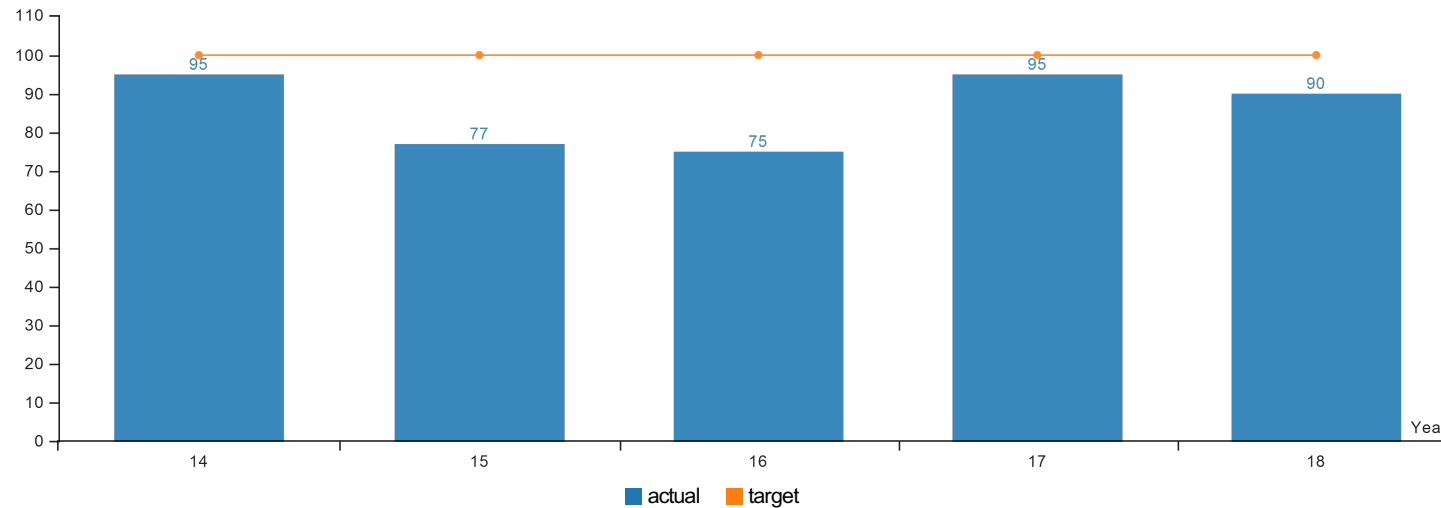
KPM #	Approved Key Performance Measures (KPMs)
1	RECRUITING - Percent of soldiers and airmen recruited vs. recruiting goal.
2	ARMORY CONDITION - Percent of statewide armories in adequate or better condition.
3	REVENUE GENERATION - Percent of available armory time rented.
4	EQUIPMENT AVAILABILITY - Percent of equipment on hand in Oregon vs. equipment authorized.
5	YOUTH CHALLENGE - Percent of youth who complete the academic phase of the program with a GED, high school diploma, or credit recovery at graduation
6	REINTEGRATION - Percent of members successfully referred for reintegration services.
7	DOMESTIC PREPAREDNESS PLANS - Percentage of counties with National Incident Management System (NIMS) compliant Emergency Operations Plans (EOFS).
8	HAZARD MITIGATION PLANS - Percentage of state population covered by a FEMA approved local hazard mitigation plan.
9	CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with Military Department customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	44.44%	22.22%	33.33%

KPM #1	RECRUITING - Percent of soldiers and airmen recruited vs. recruiting goal.
	Data Collection Period: Oct 01 - Sep 30

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percent Index (actual number of soldiers recruited vs. recruiting goal)					
Actual	95%	77%	75%	95%	90%
Target	100%	100%	100%	100%	100%

How Are We Doing

Recruiting goals have proven to be challenging during the past 15 years of conflict, but Oregon has enjoyed relative success for a number of years. FY 2015 through 2016 actuals indicate a decline from prior years. In FY 2013 Recruiting Command experienced the retirement of several highly productive recruiters. New recruiters hired to fill these vacancies then had to complete a Military Occupational Specialty (MOS) training program in Arkansas. This transition reduced the number of knowledgeable recruiters available. It is a lengthy process to hire, school and train a recruiter to become highly proficient. Fiscal Years 2017 and 2018 trended upward compared to 2015-2016. For Federal Fiscal Year 2018 the Oregon National Guard's combined recruiting target was 989 soldiers and airmen, with actual recruitments totalling 888. This equates to the Oregon National Guard meeting 90% of its combined target. Nationwide, the National Guard Bureau reports meeting 83% of its combined recruiting goal for both Army and Air National Guard. In Oregon Army National Guard recruiting, by meeting 83% of its recruiting target goal Oregon placed 31st out of 54 (states, territories and the District of Columbia). In Oregon Air National Guard recruiting, by meeting 112% of its recruiting target goal Oregon placed 21st out of 54 (states, territories and the District of Columbia).

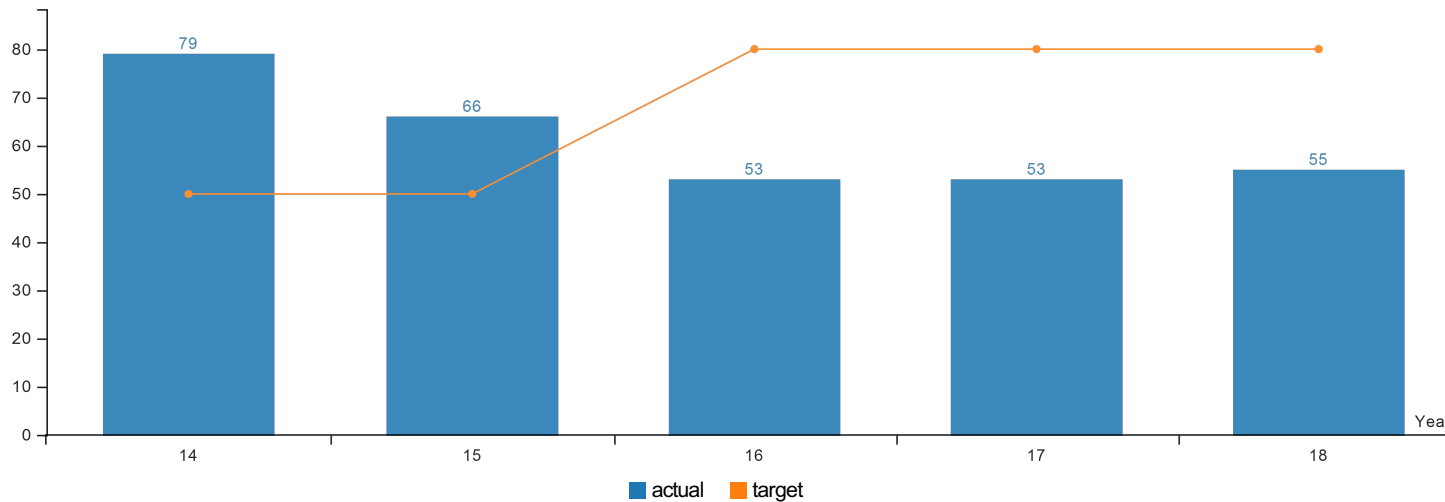
Factors Affecting Results

The Oregon Legislature has enacted several bills in prior biennia supporting soldiers and airmen, their families and veterans. Legislative support has provided modification to property tax exemptions for Guard members ordered to federal active duty, continuation of emergency relief assistance through the Emergency Financial Assistance Fund for Guard members and their families, delegation of parental powers by parents serving in active military service, an increase in the Oregon state deduction for military pay and exemption of Tri-Care health care expenses from federal taxable income for two years. Federally funded recruitment and retention bonuses coupled with programs to reward Guard members who sponsor new enlistees, hiring additional recruiters and new marketing initiatives have all contributed to successful recruiting efforts. In the 2009-11 biennium, State lawmakers provided a \$500,000 supplemental contribution to the Emergency Financial Assistance Fund created during the 2005-07 biennium. During the February 2018 Legislative Session, HB 4035 appropriated \$2,500,000 in scholarship funding for qualified Oregon Army

and Air National Guard members to obtain an associates degree or bachelor's from a community college or public university. This is expected to positively influence recruiting figures in subsequent reporting years.

KPM #2	ARMORY CONDITION - Percent of statewide armories in adequate or better condition.
	Data Collection Period: Oct 01 - Sep 30

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percent of statewide Armories in adequate condition readiness					
Actual	79%	66%	53%	53%	55%
Target	50%	50%	80%	80%	80%

How Are We Doing

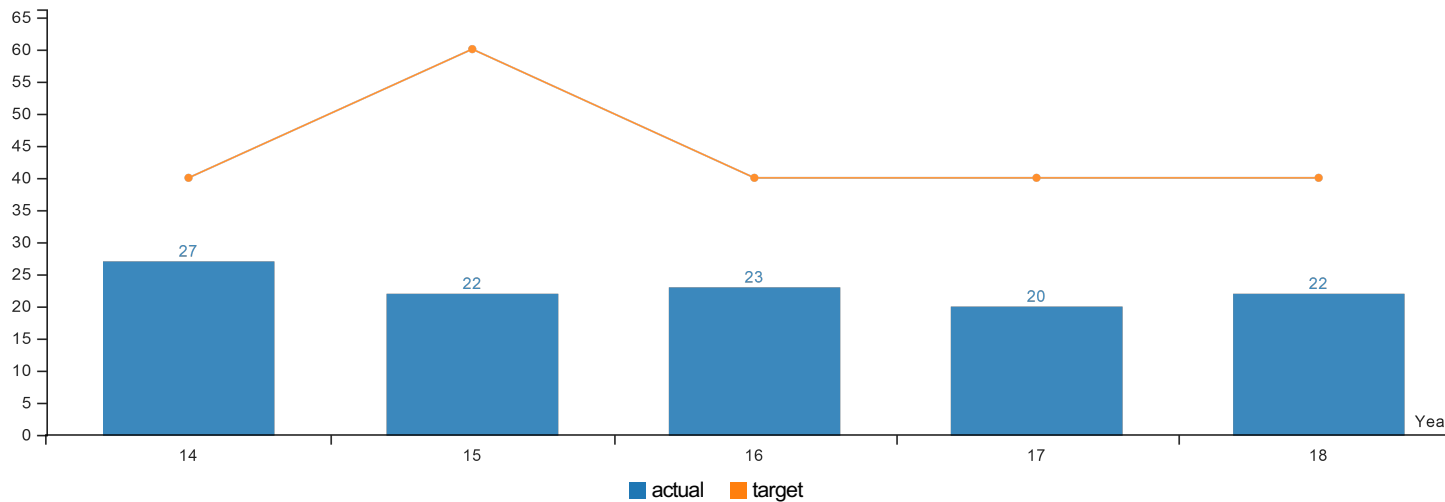
At federal fiscal year end 2017, the percentage of Oregon Army National Guard facilities in adequate or better condition is 55.2%. This follows a downward trend between federal fiscal years 2013 through 2014 and trending flat between fiscal years 2015 and 2017. In years prior to 2013, the State funded Army Service Life Extension Program (ASLEP) begun by Governor Kulongoski and funded by the Legislature helped improve armory condition. Additionally, the Military Department has completed a number of federally funded capital improvement and capital construction projects, federally and state funded stimulus projects, as well as Legislatively approved COP and bond funded projects. A series of deferred maintenance projects funded in the 2007-09 budget provided a temporary improvement in conditions of some facilities as reflected in 2011-13 actuals. However, budget reductions in the 2009-11, 2011-13 and 2013-15 budgets resulted in the elimination of maintenance staff positions responsible for the upkeep of facilities. The loss of these positions is a contributory factor to the current decline in facility condition and increased deferred maintenance.

Factors Affecting Results

The Oregon Military Department operates and maintains an inventory of 925 Army National Guard buildings totaling 4,400,010 square feet on 78,294 acres owned, leased or under a use agreement. In 2017 the license of Umatilla Chemical Depot to OMD added approximately 400 buildings & structures on 7,500 federally owned acres. This facility portfolio comprises the fourth largest inventory by square footage within Oregon state government. Deferred maintenance needs have increased from approximately \$5 million fourteen years ago to approximately \$135 million at State fiscal year end 2018. The maintenance and readiness of Oregon's military facilities are dependent upon state funding. Budget reductions during the 2009-11, 2011-13 and 2013-15 biennia resulted in the loss of operational funding and maintenance staff positions. The loss of funding coupled with loss of maintenance staff positions and increases in utility costs has resulted in a significant increase in the deferred maintenance backlog. State funding match becomes particularly critical when viewed through the lens of political and economic turbulence at the federal level. This turbulence manifests itself in government shutdowns, continuing resolutions and budgetary sequestration.

KPM #3	REVENUE GENERATION - Percent of available armory time rented.
	Data Collection Period: Oct 01 - Sep 30

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percent of available armory time rented					
Actual	27%	22%	23%	20%	22%
Target	40%	60%	40%	40%	40%

How Are We Doing

This performance measure was established by the suggestion of the Legislative Fiscal Office during and nearing the end of the 2005 extended session. The actual data suggests an overly aggressive target was originally established but subsequently revised after consultation with Legislative Fiscal Office. Competition is greater in armories located near populated areas because alternate rental venues are in close proximity to each other. Gains in rental activity in rural locations are dependent upon community growth, new business and local businesses that need space to hold meetings and community competition. Rural communities customarily prefer to patronize privately owned facilities for their business or social needs. Increasing rental activity in heavily used facilities is a challenge because there are fewer dates available for additional rental activity. The Oregon Military Department operates and maintains one of the largest inventory of facilities by square footage within state government. Of that inventory only 33 armories and few other land areas are available for rent. During Federal fiscal year 2017, armories located in populated areas were rented an average of 29% of available time. Armories located in rural areas were rented an average of 18% of available time. Overall the average of populated and rural armories combined were rented 22% of available time.

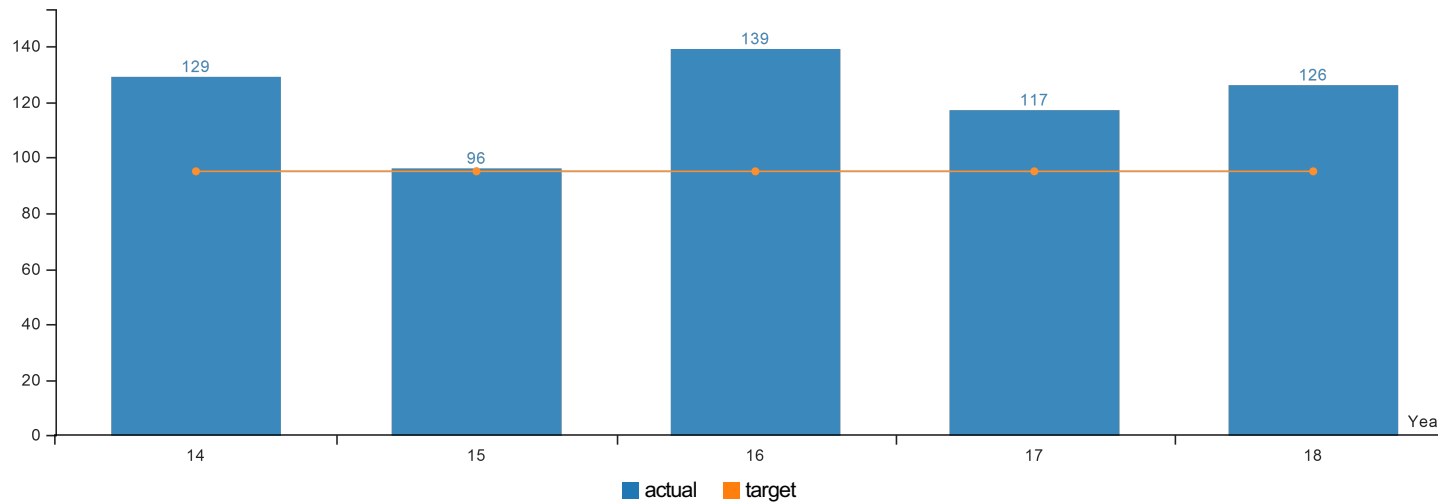
Factors Affecting Results

The maintenance and readiness of Oregon's armories is dependent upon adequate funding. The agency's rental revenue has historically mirrored that of the state budget and the economy. When Oregon's economy is in decline, rental customers reduce their spending. However, Oregon's positive economic conditions have not resulted in a corresponding increase in rental activity. This is due to several reasons. Budget reductions and corresponding staff cuts incurred in prior biennia have adversely affected the agency's ability to generate revenue through the rental program. Because of reduced staff in our facilities, we miss out on rental opportunities when customers come in and no one is on site to greet them. The absence of staff marketing the armories statewide, no advertising budget and event overhead (labor & utilities) puts the rental program at a competitive disadvantage. Rising energy costs also impact availability of limited operations & maintenance funds. Rental revenues are programmed to partially offset energy costs. Another factor which has significantly constrained the ability to generate rental revenue is the closure of some armories to

rental events due to lead dust contamination from indoor firing ranges. Remediation efforts are underway but several facilities in key markets are not currently generating any revenue. Two armories that were closed for rental activities have since re-opened in late FY 2017, Lane County Armed Forces Reserve Center in Springfield and Anderson Readiness Center in Salem. Forest Grove was formerly a significant revenue producer before its closure. After lead remediation testing was completed, a clearance letter was provided for building re-occupancy relating to lead hazards. Forest Grove subsequently reclosed in early FY18 due to a positive re-test for lead contamination, but reopened one month later after the contamination was remediated. State matching funds for federally funded projects are necessary to modernize, reduce deferred maintenance backlog, maintain and repair armories at levels that will entice potential rental customers. Past history has shown armory improvements enhance our ability to market armories for rental activity. The 2017 Legislative Assembly appropriated \$8.5 million in construction bond funding for Regional Armory Emergency Enhancement projects for the Newport, Coos Bay armories and the Anderson Readiness Center facility in Salem. The 2017 Legislative Assembly also appropriated \$3.3 million in construction bond funding for Armory Service Life Extension Program (ASLEP) improvements to the Grants Pass armory. While this funding will help finance desperately needed improvements to these facilities, a far greater level of state government participation is required to alleviate deferred maintenance backlog and make other armories competitive in the rental market. Policy Package 204 in the 2019-21 Agency Request Budget (ARB) requests \$24.8 million for deferred maintenance backlog to comply with SB-1067 passed during the 2017 Legislative Session. SB-1067 requires the Governor's Budget to include a deferred maintenance request equal to at least 2% of the current replacement value of state-owned buildings and infrastructure.

KPM #4	EQUIPMENT AVAILABILITY - Percent of equipment on hand in Oregon vs. equipment authorized.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percent of equipment on hand in Oregon vs. equipment authorized					
Actual	129%	96%	139%	117%	126%
Target	95%	95%	95%	95%	95%

How Are We Doing

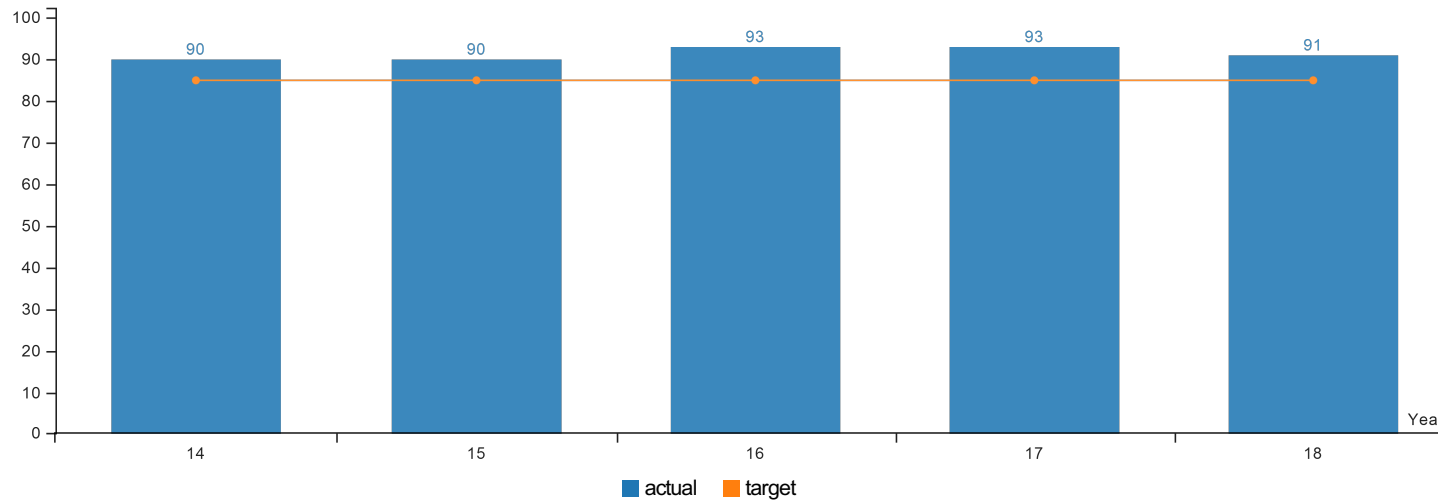
For the purposes of this measure we analyzed certain types of equipment utilized in disaster recovery situations: High Mobility Multipurpose Wheeled Vehicle (HMMWV); 5-Ton Cargo Trucks and HEMTT Fueler Vehicles. The result of this analysis shows for HMMWV the state of Oregon is authorized 589 vehicles with 716 on hand for 122% of authorized level. For 5-Ton Cargo Trucks the state of Oregon is authorized 180 vehicles with 233 on hand for 129% of authorized level. For Hemmitt Fueler Vehicles the state of Oregon is authorized 14 vehicles with 34 on hand for 243% of authorized level. In total for fiscal year 2018, the state of Oregon was authorized a total of 783 pieces of equipment with 983 pieces on hand for 126% of authorized level. The primary reason for percentage of equipment on hand exceeding authorized is ongoing unit reorganization where certain items of authorized equipment in process of replacement and formerly authorized equipment items not yet returned to the federal supply system.

Factors Affecting Results

The major factors affecting availability of equipment on hand include disaster recovery situations the Oregon National Guard is called upon to assist with and overseas deployments of Oregon National Guard soldiers and equipment. For example, the December 2007 and December 2008 winter storms that hit the coastal region of Oregon were major actions for the Oregon National Guard. Hundreds of soldiers and dozens of equipment items were utilized to effectively mitigate the damage inflicted upon this region. Upon completion of the Oregon National Guard's duties during the December storms, much of the equipment needed repair and refurbishment before it could be placed back into active service. Also, changes in unit force structure directly affect the availability of equipment. For example, the acquisition of a Stryker Brigade brought in multi-wheeled armored combat vehicles that do not serve a state emergency function. Another factor affecting equipment availability levels are deployments of Oregon National Guard units and equipment although the tempo of deployment has trended downward in recent years.

KPM #5	YOUTH CHALLENGE - Percent of youth who complete the academic phase of the program with a GED, high school diploma, or credit recovery at graduation
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percent of youth who complete the academic phase of the program with a GED, high school diploma, or credit recovery at graduation					
Actual	90%	90%	93%	93%	91%
Target	85%	85%	85%	85%	85%

How Are We Doing

The Youth Challenge curriculum successfully prepares students to pass General Education Diploma (GED) and High School diploma requirements, whereas these same students were failing in the traditional setting. All students not earning academic credentials who graduate the program earn 8 accredited High School credits towards acquiring diplomas. Of the 254 students graduated in the 2017 reporting cycle, 12 earned a GED and 23 earned High School diplomas, a total of 14%. 219 of the 254 graduating students earned 8 High School credits and chose to return to their home High School and pursue their diploma. Of the 279 students entering the academic phase of the program in 2017, 254 graduated for a total of 91%. We consistently exceed the National graduation target number for our program of 250. These figures are provided by staff within the Oregon Youth Challenge Program and are reflected in the National Guard Bureau Annual Youth Challenge Report.

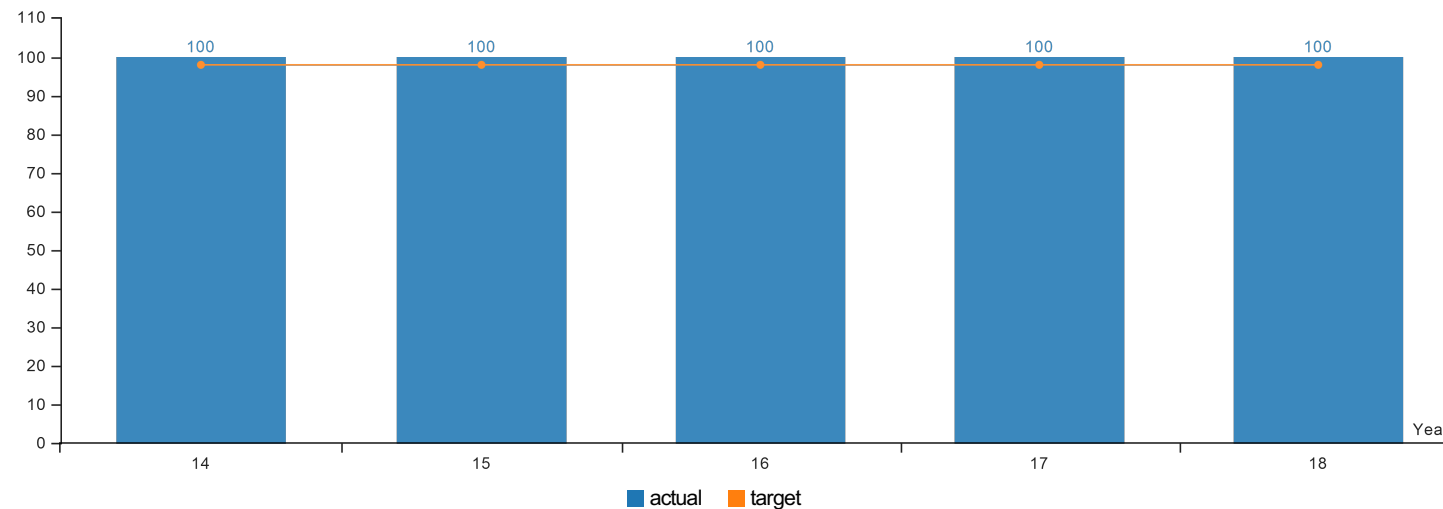
Factors Affecting Results

Applicants who are enrolled in Youth Challenge are 16-18 year olds who were not successful in the traditional High School setting and have dropped out or were failing. Challenge offers these youth an alternative for success. The military setting and the curriculum combines classroom work, community service and challenging individual and team activities into one experience. The students learn how to work with others, set personal goals and plan their direction for life. Their personal goals and motivations to succeed provide a base for them to become positive, productive, taxpaying and contributing citizens in their respective communities. Youth Challenge is Oregon's only statewide public alternative high school. The Youth Challenge Program accepts students from all 36 counties in Oregon making the program available to all dropouts and school districts with students who are failing academically. In 2017, students attending the Challenge program came from 133 different high schools throughout the state with a GPA of 1.34 when entering the program. 100% of the students who graduated earned either an accredited high school diploma, a General Education Diploma (GED), or Oregon certified high school credits to take back to their communities to reenroll in high school. The Youth Challenge program is certified by the Oregon Department of Education and is accredited by the Northwest Accreditation Commission. The work skills portion of the program involves training in conjunction with public works and community

service projects such as: the American Red Cross, Equine Research, Habitat for Humanity, Humane Society of Oregon, Oregon Hunters Association, Oregon State Parks & Recreation Department and Special Olympics Oregon. In 2017, students provided 23,484 hours of volunteer community service. At minimum wage of \$10.25 per hour this equates to \$240,711 of benefit to these agencies and organizations.

KPM #6	REINTEGRATION - Percent of members successfully referred for reintegration services.
	Data Collection Period: Oct 01 - Sep 30

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percent of members successfully referred for reintegration services.					
Actual	100	100	100	100	100
Target	98	98	98	98	98

How Are We Doing

The Service Member Family Support Program (SMFS) has successfully referred or provided reintegration services to 100% of Oregon National Guard (ORNG) service members returning from deployment since federal fiscal year 2009. This has been accomplished by providing Yellow Ribbon Reintegration Program training, conducting seminars and workshops during unit training assemblies and establishing a network of public and private sector organizations located throughout Oregon communities available to support service members and their families. The SMFS accomplishes its Deployment Cycle Support mission by encompassing programs of the SMFS focused mainly by the Transition Assistance Team. The National Guard Bureau (NGB) considers Oregon's SMFS a nationwide best practice for other states to emulate. During the most recent twelve month reporting period (October 1, 2016 - September 30, 2017), the Transition Support Services (TSS) team conducted 357 official interactions with service members and their families throughout Oregon. The employment outreach resulted in 27 confirmed hires. The Department of Defense calculates that each confirmed hire could potentially save the government \$13,988 in unemployment compensation for a total potential savings of \$377,676. The family assistance specialists provided 1,169 family interactions during this period which includes 715 cases; 556 outreach and 8,312 in resources.

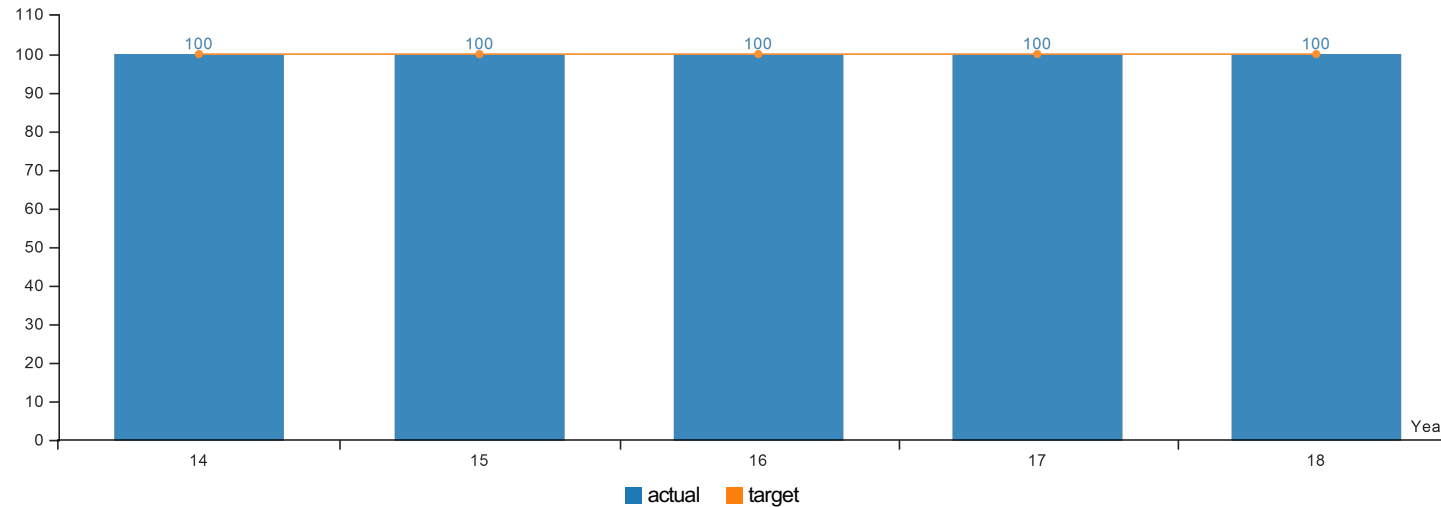
Factors Affecting Results

The execution of an Employment and Education Coordinator (EEC) has provided coverage statewide. As there are no active duty installations in Oregon to support service members and their families, Oregon relies upon local resources. The closest active duty installations are Joint Base Lewis-McChord located 130 miles north of Portland, Mountain Home Air Force Base located 500 miles east of the Willamette Valley population centers; and Travis Air Force Base located 500 miles south of Willamette Valley population centers. The lack of active duty military installations in Oregon limits resources available to service members and their families who then seek assistance from the SMFS to avoid the expense and long travel to active duty installations in neighboring states. Federal fund reductions will reduce support available to service members and their families in Oregon. The large geographic dispersion of service members and their families in Oregon creates challenges in providing support to individuals living in rural areas. The most critical factor affecting the Service Member and Family Support TSS/EEC is the projected federal budget

reduction. The program's approximately \$1.2 million federal fiscal year budget is funded 100% by the National Guard Bureau with \$0 dollars by the State of Oregon. The reliance upon federal funding of the Beyond The Yellow Ribbon Program is currently set to end with Federal Fiscal Year 2018. Due to the previous non-execution of a federal service contract, we do not have long-term secure funding projected past 30 September 2018 and the TSS/EEC program will be lost entirely. An investment in State funding would provide a secure basis for the critical continuation of a viable TSS in supporting the mission of the Service Member and Family Support Program Deployment Cycle.

KPM #7	DOMESTIC PREPAREDNESS PLANS - Percentage of counties with National Incident Management System (NIMS) compliant Emergency Operations Plans (EOPS).
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percent of Oregon counties with domestic preparedness plans.					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

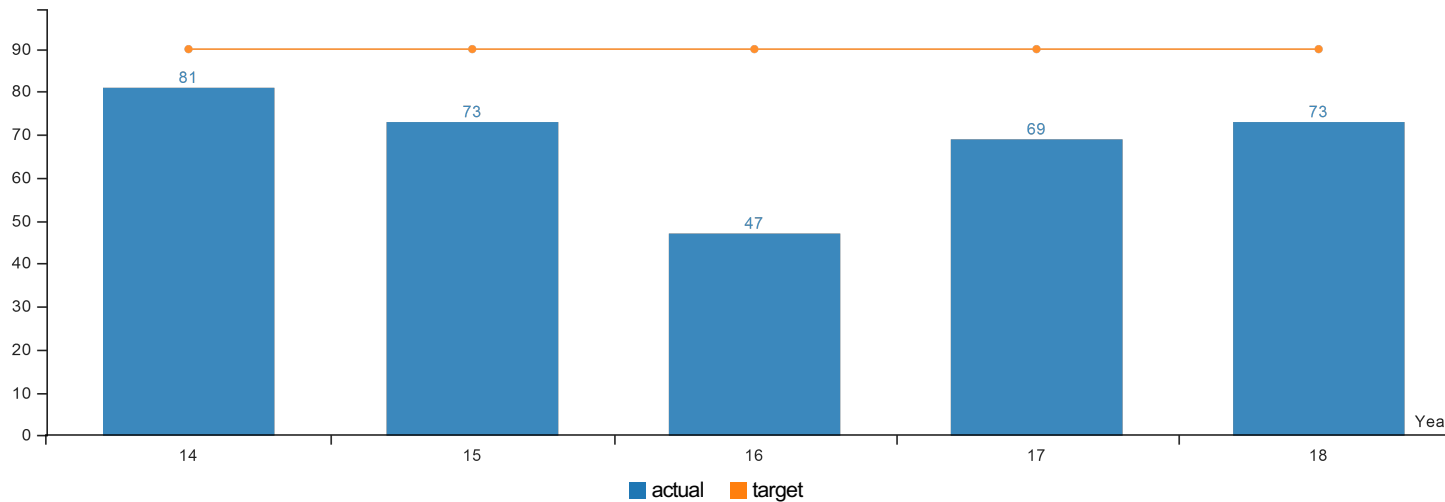
Currently 100% of Oregon's counties have a National Incident Management System compliant Emergency Operations Plan on file with the Office of Emergency Management (OEM). Currently comparable information is not readily available regarding this particular measure in other states or the national level. The link provided below will take the reader to the NIMS homepage where more information is available regarding the component pieces of NIMS, FAQ's, and the relationship between NIMS and the National Response Framework: <http://www.fema.gov/national-incident-management-system>.

Factors Affecting Results

A primary issue affecting the results of this measure is available resources at both the state and local levels. Economic conditions have required state and county governments to find new, more efficient ways to conduct business without hampering service delivery. To date, OEM has been able to maintain the records showing when local governments need to update and re-submit their Emergency Operation Plans. In addition, OEM has been able to continue to offer support services to local governments as they work to refine these plans. That said, the support services provided to local governments are the responsibility of one or two key staff members within OEM and there are no readily available resources to help provide back-up or support. At the county level it is taking a longer period of time for plans to be modified and re-submitted due to lack of qualified personnel and other resources. OEM is anticipating a major reduction in the level of Homeland Security Grant funding in future years. This grant is the primary funding source for the development of Emergency Operations Plans. A significant reduction may cause several local jurisdictions to fall behind in the ongoing development and maintenance of these plans. The importance of continued support for OEM to increase staff to assist county governments with ongoing requirements associated with Emergency Operations and Preparedness planning is difficult to overstate. OEM has submitted several policy option packages in the 2019-21 Agency Requested Budget that if approved will significantly contribute to emergency planning for county governments.

KPM #8	HAZARD MITIGATION PLANS - Percentage of state population covered by a FEMA approved local hazard mitigation plan.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2014	2015	2016	2017	2018
Percentage of state population covered by a FEMA approved local hazard mitigation plan.					
Actual	81%	73%	47%	69%	73%
Target	90%	90%	90%	90%	90%

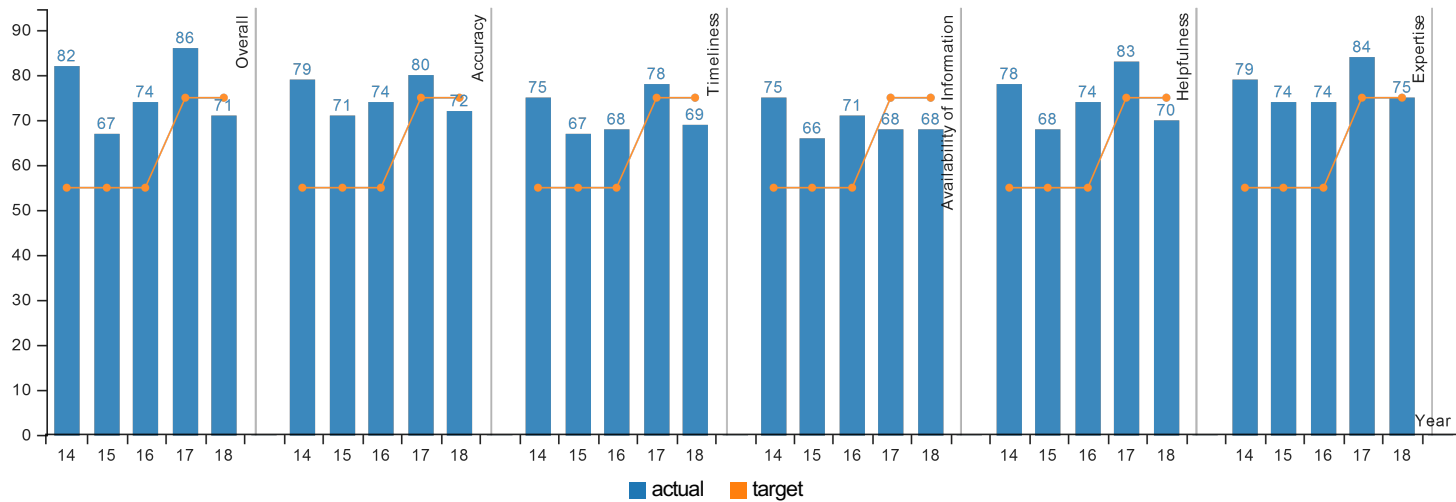
How Are We Doing

OEM has set the target for 90% of Oregon's population to be continually covered by a FEMA approved hazard mitigation plan. This target was deemed appropriate as hazard mitigation plans, per Code of Federal Regulation (CFR), Title 44, Chapter 1, Part 201 have a life cycle of five years. Every five years a local jurisdiction must review and revise its plan to reflect changes in development, progress in local mitigation efforts and changes in priorities. The plan must then be re-submitted to the Office of Emergency Management for review, which then submits these plans to FEMA for review and approval. Meeting this five year deadline is a requirement for a local community to be eligible to apply for federal hazard mitigation grant project funding. At Fiscal Year End 2018, 73% of Oregon's population was covered by a FEMA approved hazard mitigation plan. In Fiscal Year 2018, the Federal Emergency Management Agency (FEMA) reported that 45% of the United States total population was covered through community and/or tribal hazard mitigation plans. As of June 29, 2018, Oregon is 1 of 12 states to have received FEMA approval of an enhanced state mitigation plan. With enhanced status, these states are eligible for increased funding under the Hazard Mitigation Grant Program (HMGP) following a Presidential major disaster declaration.

Factors Affecting Results

Local governments must begin the process of obtaining FEMA recertification earlier inside the five year window. As of 2018, certain cities within Clackamas, Jackson and Washington counties have FEMA approved plans that lapsed during Fiscal Year 2018. Total population within these three counties is approximately 1,225,760 according to a 2015 Portland State University population estimate. These three counties hold approximately 30% of Oregon's total population. Of the 1,225,760 total residents, 737,534 reside in cities with lapsed FEMA approved plans. FEMA re-approval of hazard mitigation plans for all cities within Clackamas, Jackson and Washington counties during Fiscal Year 2019 not currently covered by a FEMA approved plan would result in an 18% increase of total Oregon population covered from 2018 to 2019. This increase would result in actual percentage exceeding the 90% target by 1%. OEM will prospectively emphasize notifying local governments further in advance of the date their plans lose FEMA approved status. Past practice has been to provide a one year notice. An 18-month or 24-month advance notice should help prompt local governments to begin the process earlier.

KPM #9 CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with Military Department customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
 Data Collection Period: Oct 01 - Sep 30



Report Year	2014	2015	2016	2017	2018
Overall					
Actual	82%	67%	74%	86%	71%
Target	55%	55%	55%	75%	75%
Accuracy					
Actual	79%	71%	74%	80%	72%
Target	55%	55%	55%	75%	75%
Timeliness					
Actual	75%	67%	68%	78%	69%
Target	55%	55%	55%	75%	75%
Availability of Information					
Actual	75%	66%	71%	68%	68%
Target	55%	55%	55%	75%	75%
Helpfulness					
Actual	78%	68%	74%	83%	70%
Target	55%	55%	55%	75%	75%
Expertise					
Actual	79%	74%	74%	84%	75%
Target	55%	55%	55%	75%	75%

How Are We Doing

2018 APPR Customer Satisfaction survey results indicated Expertise was the highest rated category with 75% of respondents rating it as good or excellent. Each category trended downward from the prior year's report except for Availability of Information which remained unchanged at 68%. There is a data population disparity due to very few respondents to the Oregon Military and Oregon National Guard segments of the survey. Oregon Office of Emergency Management (OEM) accounted for 90% of all survey responses. While other state and federal agencies do customer satisfaction surveys, there is no known comparable agency that aligns with the Oregon Military Department's mission, goals and customer pool. The Oregon Military Department operates and maintains the 4th largest inventory of facilities by square footage within state government. These facilities are critical to maintaining force structure as well as providing our citizen soldiers with a home base in which to prepare for deployments. OEM works with city and county governments to ensure that proper hazard mitigation and emergency operations plans are in place. OEM also works with communities to help them recover from natural or human made disasters. The Community Support Program operates the only statewide alternative high school for students aged 16-18 who are failing in the traditional high school environment.

Factors Affecting Results

The maintenance and readiness of Oregon Military Department facilities is dependent upon state funding. Federal funding is leveraged to the maximum extent. Declines in armory condition are due in part to reductions in appropriated General Fund for personal services and services & supplies. Limited state funding does attribute to timeliness in responding to facilities issues unless major mechanical or structural failures occur, and expenses for non-critical repairs for one armory give way to critical repairs required at another armory. Staffing levels are insufficient to provide a maintenance technician at each facility so a regional system is in place wherein maintenance technicians travel distances to address service needs. The Office of Emergency Management is affected by limited General Fund support and reductions to Federal Grant monies which are critical for hiring and retaining staff members. Limited staffing does have a major impact on the timeliness of responding to customer requests for assistance post disasters. Staff time is directed towards the most critical situations first and then follow-ups are conducted to ensure that all customer needs are met.