



Office of Management & Finance

Strategic Plan 2010-2012

Ken Rust, Chief Administrative Officer
Sam Adams, Mayor

Acknowledgements

Thank you to Mayor Sam Adams and Portland City Council for supporting this plan and the strategic direction of the Office of Management and Finance.

We appreciate the active involvement of all OMF employees who participated in the Strategic Planning Workshop, responded to our OMF-wide survey, and provided feedback on the draft plan. Your input helped shape this plan, as well as other planning efforts and documents throughout OMF.

There were many contributors to the creation of this document, whose input was instrumental and feedback invaluable. A special thank you to all of the members of the following groups for seeing this plan through to completion:

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From our Mayor



A responsive City government changes with Portland's evolving needs. It is with this in mind that I endorse this two-year plan, which provides the Office of Management and Finance (OMF) solid strategic direction as they deliver core City services, yet still allows the necessary flexibility to meet any changes that lie ahead. Their updated mission and goals specifically support Council's goals of promoting economic vitality and opportunity and delivering efficient, effective, and accountable municipal services. Their values demonstrate dedication to customer service, stewardship of public resources, strategic operation, diversity, and sustainability, all of which I strongly support.

While much of their work is behind the scenes, all bureaus and programs rely on OMF's services and expertise. Ensuring our City operations are responsive to changing technology and adaptive to new challenges and opportunities is in the best interest of everyone. I want this plan to not only guide OMF, but provide an outline of what we can expect in the weeks and months to come.

- Mayor Sam Adams

From our CAO



I am pleased to present the Office of Management and Finance's 2010-12 Strategic Plan. Since our last Strategic Plan in 2002, OMF has experienced many changes, including the creation of the Bureau of Internal Business Services and the Public Finance and Treasury Division. In addition, Portland's community and economy look very different compared with 2002. Our updated mission, values, and goals reflect these changes and the current needs of our stakeholders and the larger Portland community. This plan provides a high level view of major initiatives, allowing each of our bureaus and divisions the opportunity to tailor their own strategic and work plans specific to their customers' needs.

However, this is just the first step. Over the next two years we will report back on our action items and demonstrate progress toward meeting our goals and fulfilling our mission. Even as we adopt this plan, we are already looking ahead to the next plan and what we need to do to meet the expectations of the City and its residents. I encourage use of this plan throughout the organization and in partnership with our stakeholders to determine priorities, focus action, and plan for the future.

- Ken Rust

Goal 4 - Continuously improve business processes (continued)

Accomplishments

- Upgraded remote access to a web browser based solution in 2008, allowing employees easier access to their work files and documents from remote locations. (BTS)
- Partnered with Free Geek, a local technology nonprofit, to recycle old computers, resulting in over 750 computers donated in 2009. (BTS)
- Converted business license tax collection to an after-the-tax-year cycle, similar to the way federal and state taxes are paid. (Revenue Bureau)
- Enacted and implemented private-for-hire (taxi) code changes adopted by City Council May 2009, which clarify and simplify the existing rules and added the regulation of limousines and "pedicabs." New tools were also added to assist in the enforcement of the private-for-hire rules. (Revenue Bureau)
- Staffed a Portland Charter Review Committee that recommended four reforms to the City Council; three were endorsed by voters (charter review, civil service reform and Portland Development Commission governance) in November 2007. (Bus Ops)

Human Resources Business Process Achievements

- **Rebranded the Bureau of Human Resources and defined customer expectations.**
- **Improved the City's recruitment process.**
- **Implemented a \$15 co-pay instead of multiple deductibles in the health benefits plan.**
- **Expanded the no-cost wellness screenings and other programs in support of wellness initiatives.**
- **Developed a BHR Problem Solving Model to be used by all bureau staff as part of their decision making process.**

Goal 4

Continuously improve business processes

Accomplishments

- OMF Green Roots Team created, spring 2009. (OMF All)
- Implemented the Mobile Work Order System; implemented recommendations of the Auditor's report on capital improvement project management. (BIBS – Facilities)
- Received a \$2.4 million EPA grant for diesel particulate filters and in-cab heaters in 2010, which enabled City-Fleet to retrofit City equipment with technology that significantly reduced emissions and fuel cost. (BIBS – Fleet)
- Ranked #2 in Public Sector Fleet by Government Fleet Magazine for 2009. The achievement of becoming one of the best fleets in North America is the result of continuous improvement, which guides efforts to boost services and save money. (BIBS – Fleet)
- Published a new manual that streamlines procurement processes by responding to bureau concerns and requests. (BIBS – Procurement)
- Changed the City's email addresses and domain name in 2010 from a variety of bureau specific and difficult to remember suffixes to one (portlandoregon.gov) that more clearly and simply represents the City's online identity as the municipal government for the citizens of Portland. (BTS)



“In most areas of OMF we have continued to find new ways of becoming more efficient and effective.”

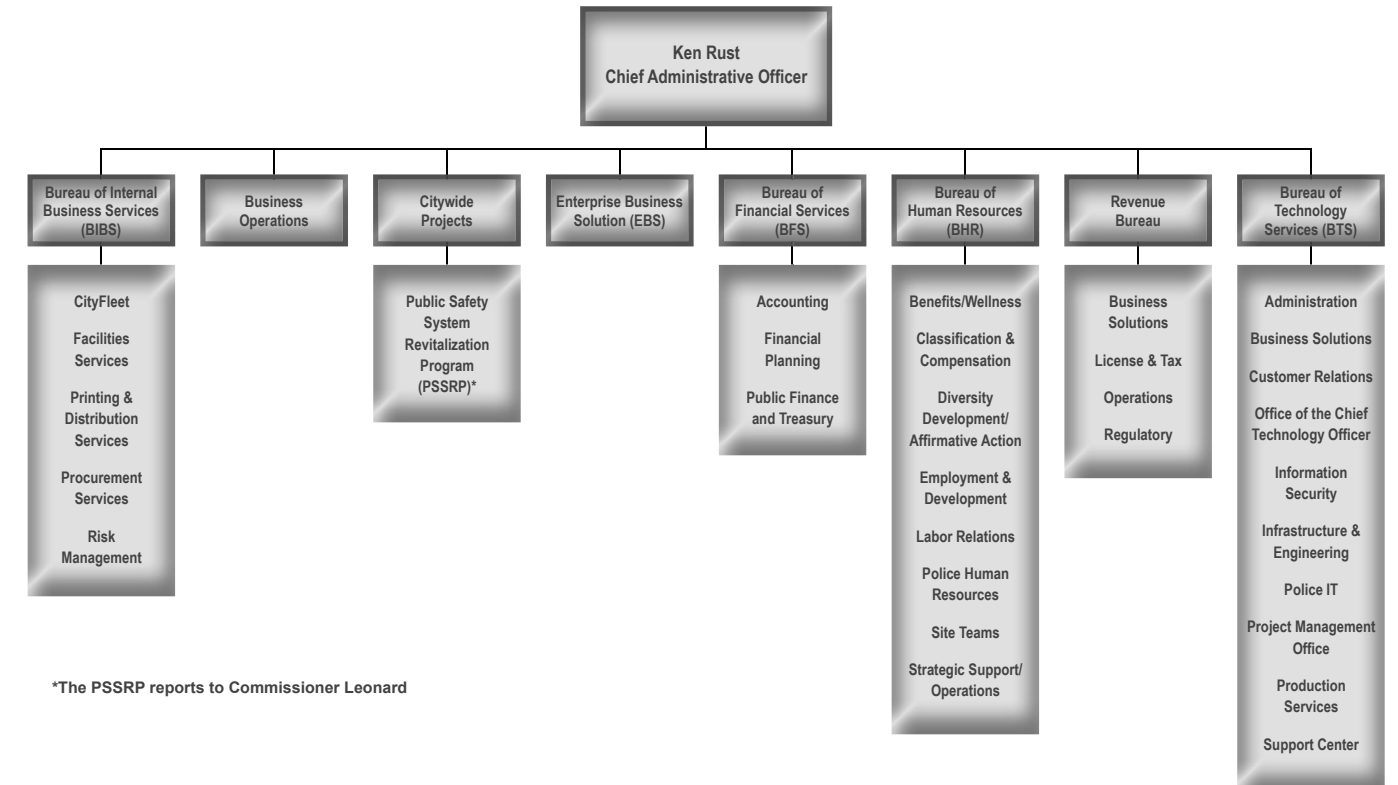
-- OMF Employee

About OMF Services

The Office of Management and Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides central financial and administration services necessary for the operation of the City of Portland government. These include accounting, budgeting, grants, treasury and debt management, consolidated revenue collection, human resources, risk management, fleet, facilities, printing and distribution, procurement services, technology services and the ongoing development and implementation of the City's integrated enterprise business systems. Additionally OMF is responsible for contributing leadership to Citywide projects including the Public Safety System Revitalization Program.

OMF also provides services to other governmental agencies through programs and systems such as the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise, Portland Police Database System, Multnomah County business income tax collection, and printing and distribution.

OMF Org Chart



Overview of Strategic Planning Process

The Office of Management and Finance (OMF) strategic planning process began in the spring of 2010. Drawing on existing strategic planning documents and business plans within the OMF bureaus, the Strategic Plan outlines the direction and goals of the organization for 2010-2012. The plan is designed to be updated every two years to keep the action items relevant to current needs and City goals. The Portland Plan vision document was reviewed during the creation of this plan, and OMF will continue to track the direction and focus areas of the Portland Plan to ensure the two plans align.

Planning began with two key groups, the Strategic Plan Work Group and the Strategic Plan Steering Committee. The Work Group, comprised of Business Operations staff, facilitated the process by conducting a survey of OMF employees and key stakeholders, compiling research from other bureau and private sector visioning documents, and drafting ideas for the Steering Committee to review. The Work Group also completed meeting logistic tasks and overall design of the final document.

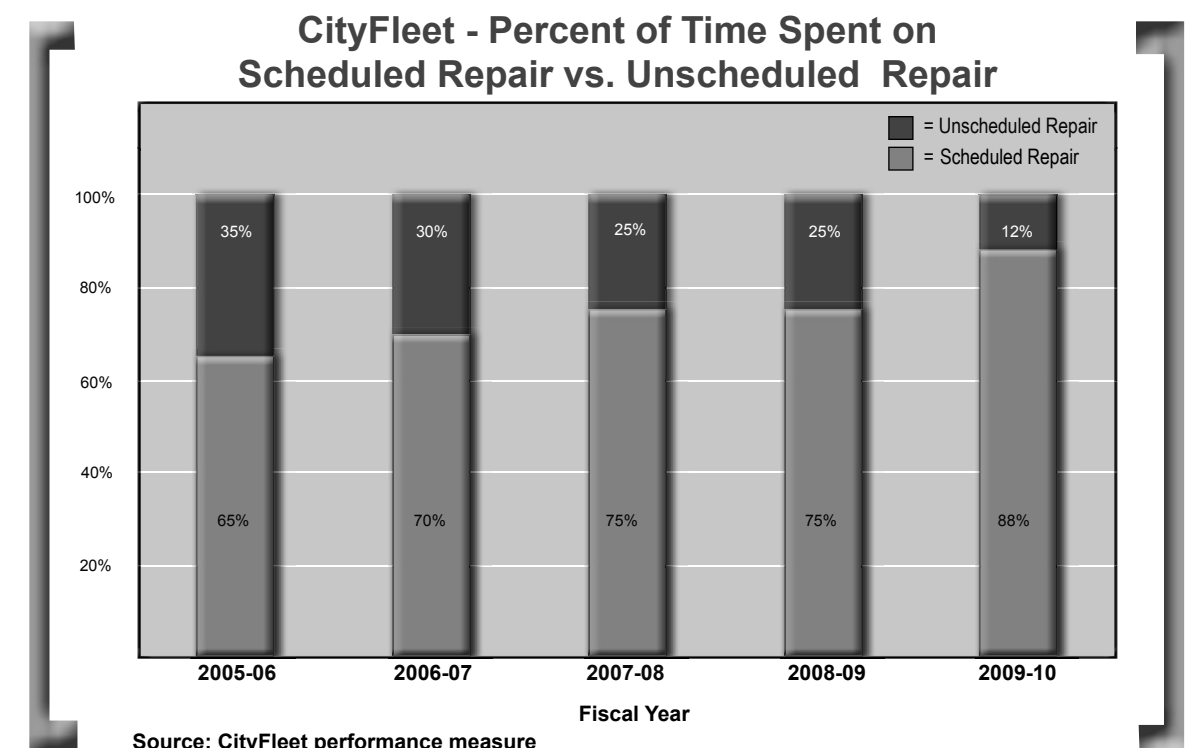
The Steering Committee, comprised of one representative from each OMF bureau/division, provided direction and review throughout the strategic planning process. As the official liaisons for their bureaus, Steering Committee members worked with their bureau directors to provide feedback on the draft mission, values, and goals, and to submit accomplishments and draft action items for their bureaus. With Steering Committee approval, Strategic Plan recommendations went to the OMF Leadership Team for approval.

To encourage and provide opportunities for more OMF employee input, a half-day workshop was held to brainstorm potential action items. Over 40 OMF employees from all levels of the organization attended the event and participated in small group discussions around each of the four goals. The ideas generated were forwarded to the Steering Committee to assist their action item development. Feedback from these group discussions can also be used to inform other OMF planning efforts.

The Work Group compiled all the accomplishments, action items, and other information into a complete draft document, which was reviewed, discussed, and agreed to by the Steering Committee. The plan was then approved by the OMF Leadership Team. Throughout the process, the OMF Advisory Committee, comprised of representatives from City bureaus, labor, and the public, participated in briefings and provided feedback during the plan's development.

Goal 4 - Continuously improve business processes (continued)

Division/Bureau	Actions
4.10 BBS – Risk	Update claim coding process to improve loss analysis and reporting to client bureaus.
4.11 BTS	Implement project portfolio management system and governance model to ensure investment in the City's highest technology priorities.
4.12 BTS	Reduce the number of redundant systems by implementing enterprise technology architectures.
4.13 BTS	Modernize the City's Office productivity software suite.
4.14 BTS	Implement robust remote access solutions for the City's mobile field workforce.
4.15 Revenue/BTS	Partner with the IRS, the Oregon Department of Revenue and tax software developers to allow "e-filing" of the City of Portland license tax returns.
4.16 Revenue	Develop and implement the new transient lodgings (hotel) tax database to increase automation, enhance collections and provide auditing tools.
4.17 Revenue	Implement a fully automated system to generate correspondence to City of Portland license tax filers (to explain corrections made to their filed tax returns).
4.18 EBS	Develop a City of Portland SAP roadmap that identifies strategies to maximize the City's investment.



Goal 4

Continuously improve business processes

Division/Bureau	Actions
4.1 OMF All	Make the best use of SAP; incorporate robust financial and performance reporting tools, improve processes, and create reference documents.
4.2 BFS – Accounting	Implement new governmental accounting standards.
4.3 BFS – Fin Planning	Implement new record keeping and reporting requirements relating to federal ARRA funding.
4.4 BIBS – Facilities/BTS	Achieve full LEED certification for the Oregon Sustainability Center by addressing technology power consumption in the office environment.
4.5 BIBS – Facilities/Procurement	Provide direction on sustainability specifications or evaluation criteria on construction contracts, such as emissions reduction, recycling of construction materials, commodity purchases, and LEED requirements for architectural and engineering contracts on new construction or major renovations.
4.6 BIBS – Fleet	Become OSHA Safety and Health Achievement Recognition Program (SHARPS) certified.
4.7 BIBS – P&D	Improve Printing and Distribution efficiencies including: short-run digital color capabilities, postage data collection and reporting, pre-press and proofing processes, and updating the scheduled delivery system.
4.8 BIBS – Procurement/EBS	Develop a comprehensive contracts and purchasing procedure manual for City employees encompassing SAP procedures and legal requirements.
4.9 BIBS – Procurement/Risk	Implement risk-based insurance assessment.

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Implementing citywide initiatives, such as SAP, really shows how OMF can be a leader on an effort and guide citywide decisions.

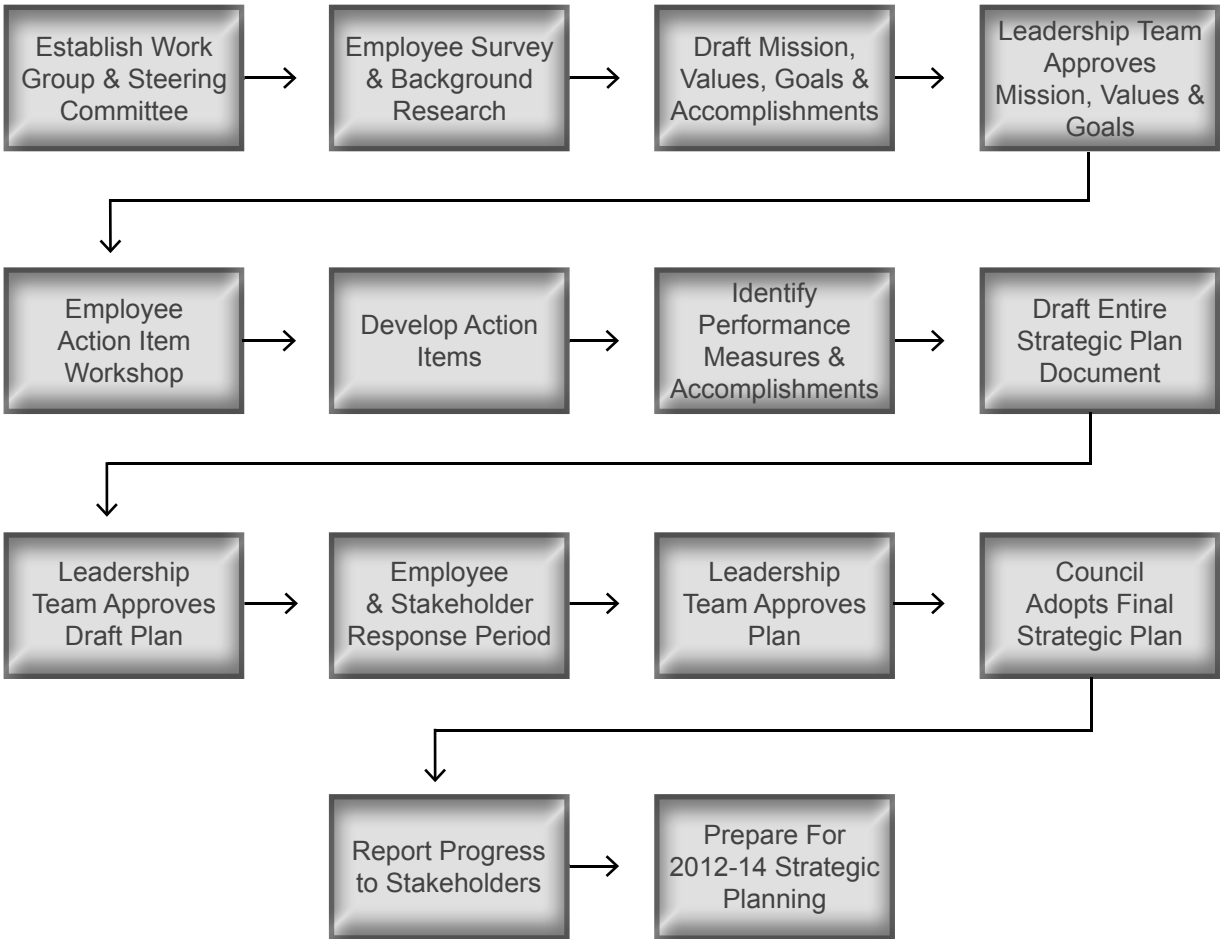
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-- OMF Customer



Overview of Strategic Planning Process (continued)

OMF Strategic Planning Process



Mission

Managing the City's fiscal, human, physical and technological resources to deliver high quality services to the City and our community.

Values

We manage with a customer focus

We strive for an effective balance between service provision and policy oversight. We support the core business needs of our customers, explain the nature of the services we provide, and solve problems. We want our customers to view us as trusted business partners.

We are stewards of public resources

We use sound management practices in fulfilling the responsibilities entrusted to us by City Council, City bureaus and the public. We are committed to personal and organizational integrity and accountability.

We lead our operations from a strategic perspective

We serve the City best through advance planning and anticipating issues. We develop and recommend solutions that serve both short-term and long-term City interests. We coordinate within OMF to bring better products and processes to our customers.

We value diversity

We practice inclusiveness and respect the diverse talents of our workforce.

We promote sustainability

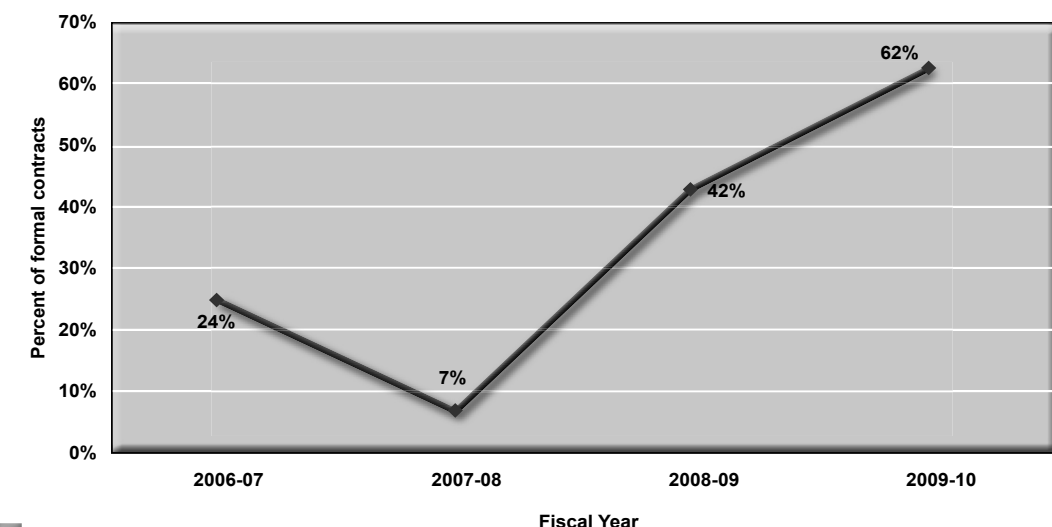
We are committed to business practices that drive social, economic and environmental sustainability.

Goal 3 - Foster a knowledgeable and diverse workforce (continued)

Accomplishments

- Continued staff involvement in local, regional, and national professional procurement organizations with key staff receiving Oregon Public Purchasing Association Manager of the Year awards. (BIBS – Procurement)
- Implemented the Minority Evaluator Program that increases minority and community participation in the City Request for Proposal (RFP) process. (BIBS – Procurement)
- Emphasized additional professional training for staff to enhance work product as well as provide promotional opportunities. (BIBS – Procurement)
- Offered promotional opportunities to five long-term employees. (BIBS – Risk)
- Received numerous diversity awards, including City of Portland Diversity Champion Awards in 2008 and 2009. All Revenue Bureau staff attended the BHR Employee Cultural Competence in the Workplace training series in 2010. (Revenue Bureau)
- Conducted 917 employee training sessions in preparation for the new financial and human resources/payroll system. (EBS)

Percent of Formal Prime Contracts < \$200,000 Awarded to Minority/Women/Emerging Small Business Construction Contractors



Source: Procurement performance measure

Goal 3

Foster a knowledgeable and diverse workforce

Accomplishments

- Developed and published an OMF succession plan in 2009 composed of individual plans for recruitment and employee development for each OMF bureau and division. (OMF All/Bus Ops)
- Conducted an annual OMF job shadow day recruitment event in partnership with Portland State University's Oregon Performance Institute starting in 2007. (OMF All/Bus Ops)
- Expanded the diversity outreach program; increased the number of outreach venues by 300 percent and gained a network of community based organizations as outreach partners; results included an increase in the diversity of our applicant pools in classifications as varied as Firefighters and Carpenters. (BHR)
- Developed and conducted a supervisory training course and a cultural competency training course for all of the City's managers and supervisors in 2006. (BHR)
- Provided Limited Maintenance Electrician training for three Facilities Maintenance Technicians (FMTs) and continuing education for 14 FMTs and four Project Managers. (BIBS – Facilities)
- Maintained excellent employee retention, resulting in better customer service and minimal hiring costs. (BIBS – P & D)



“ [OMF employees] are professional, well managed, and rich with talent. ”

-- OMF Customer

Goals

- Goal 1

Ensure long-term financial health

Strengthen the City's financial position, maintain assets and plan prudently for the future.
- Goal 2

Enhance customer service

Continuously improve our communications and focus on helping customers achieve their goals.
- Goal 3

Foster a knowledgeable and diverse workforce

Support an inclusive workplace and create opportunities for employees to grow and develop.
- Goal 4

Continuously improve business processes

Initiate business improvements, including those that implement better business practices, effectively use technologies, support sustainability efforts and create efficiencies.



Goal 1 Ensure long-term financial health

Division/Bureau	Actions
1.1 BFS – Fin Planning	Provide timely and accurate financial forecasts.
1.2 BFS – Public Finance	Issue bonds for Central eastside, Interstate, and River District urban renewal areas and water revenue bonds; re-issue lines of credit for urban renewal areas.
1.3 BFS/Bus Ops	Develop, update, publish and distribute financial policies including the City's Comprehensive Financial Management Policies; accounting, investment, and debt management policies; and OMF specific policies.
1.4 BHR	Evaluate and assess the City's collective bargaining agreements; identify and prioritize language revisions necessary to improve bureau operations.
1.5 BHR	Maintain an employee benefits strategy based on shared City and employee financial responsibilities, cost predictability and appropriate plan designs including preventive benefits related to wellness.
1.6 BBS – Facilities	Review overall City space needs and develop a five-year and a long-term plan for maximum use of City owned properties.
1.7 BBS – Fleet	Optimize economic life cycles for each vehicle and equipment class.
1.8 BBS – Fleet	Implement repair task time standards for all vehicle and equipment classes.

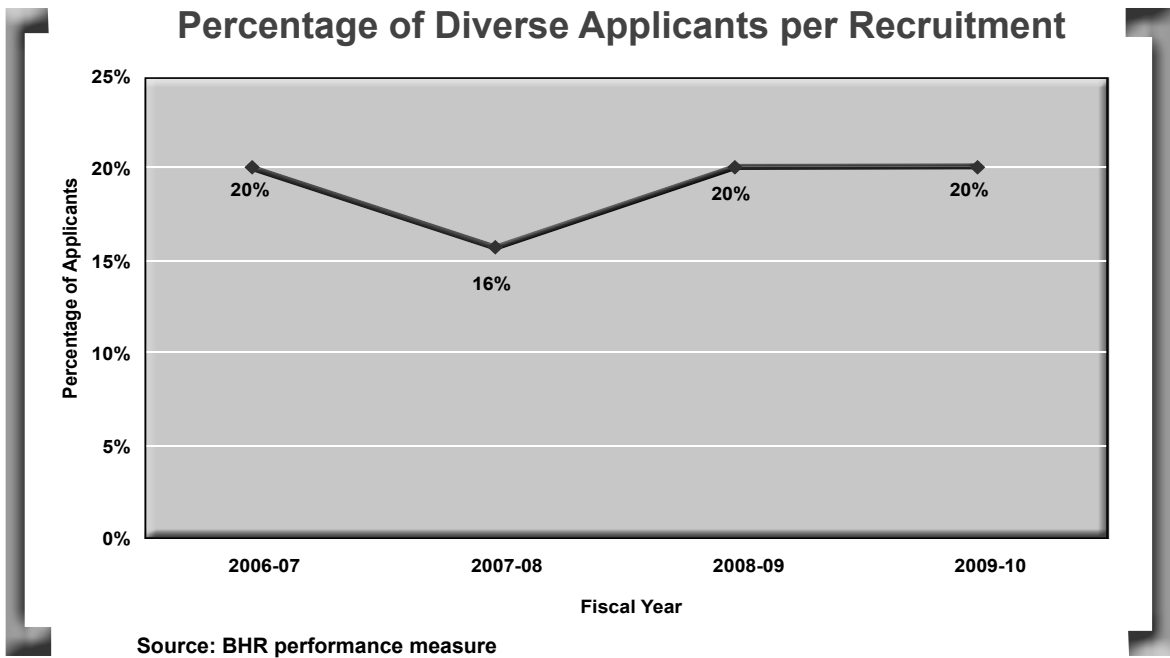
“OMF should continue to focus on financial health and budgeting. Outreach to the community in this area is important.”

-- OMF Customer



Goal 3 - Foster a knowledgeable and diverse workforce (continued)

Division/Bureau	Actions
3.10 BTS	Achieve IT Infrastructure Library – Foundation Level certification for 50% of BTS staff.
3.11 Revenue/BBS – Procurement	Encourage and provide opportunities for employee cross training.
3.12 Bus Ops/BHR	Through the OMF Diversity Committee, develop and distribute information to hiring managers and supervisors on best practices for supporting an inclusive work environment; develop OMF-wide career development training opportunities.
3.13 Bus Ops	Develop a career development planning process for all employees in conjunction with annual performance reviews.
3.14 EBS	Implement a staff development and training plan for all EBS staff in order to reduce reliance on SAP consulting support and improve customer service turnaround time for requests.
3.15 EBS/Business Owners	Create documentation of City processes and practices in order to develop comprehensive City training materials on core business functions.
3.16 EBS	Develop and implement an SAP continuing education training program for City employees to improve proficiency in transactions, analysis and reporting.



Goal 3

Foster a knowledgeable and diverse workforce

Division/Bureau	Actions
3.1 OMF All	Update OMF succession plan with each Bureau and Division to assist with recruitment and employee development strategies.
3.2 OMF All	Ensure that resume review panels and interview panels include diverse participants.
3.3 BFS – Public Finance	Increase citywide education efforts for the retirement and deferred compensation program.
3.4 BHR	Lead and support bureaus to build a workforce that reflects the cultural, ethnic and racial diversity of the communities we service.
3.5 BHR	Work with City Council to define and promote the City's diversity and inclusion vision.
3.6 BIBS – Facilities	Develop internal training that represents all disciplines of Facilities Services.
3.7 BIBS – Fleet	Implement National Institute for Automotive Service Excellence (ASE) program, supply study materials for technical staff, negotiate certification pay for master status, and become an ASE Blue Seal of Excellence organization.
3.8 BIBS – Procurement	Prioritize certification efforts for procurement and compliance staff with recognized organizations.
3.9 BIBS – Risk	Increase intra-program task teams and projects within Risk to synergize process and service development and delivery.

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One current activity that is a strength for OMF is its ability to support and educate bureau personnel. OMF should continue to focus on strengthening bureau employee’s knowledge base.

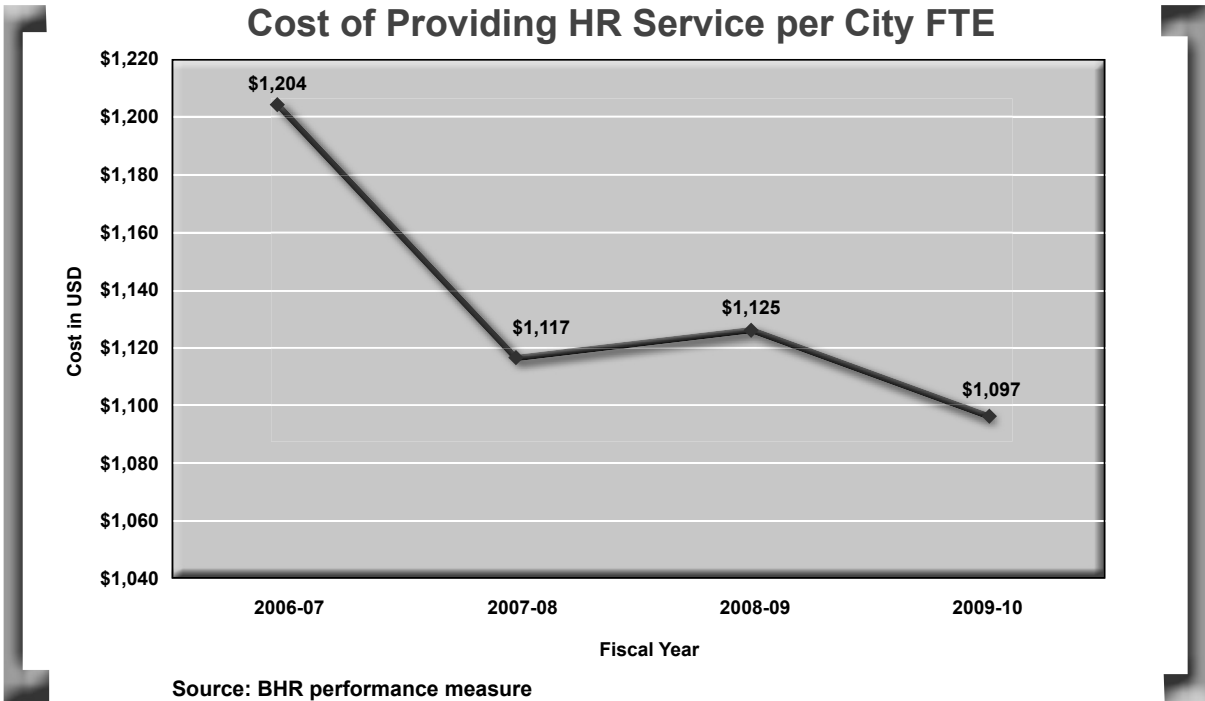
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-- OMF Customer



Goal 1 - Ensure long-term financial health (continued)

Division/Bureau	Actions
1.9 BIBS – P & D	Recruit new, non-City customers for printing services.
1.10 BIBS – Procurement	Increase the number of Citywide strategic source procurements; leverage bulk purchases and reduce contract administration costs to bureaus.
1.11 BIBS – Risk	Establish a regular audit process of commercial insurance with client stakeholder groups.
1.12 BIBS – Risk	Complete Construction Occupancy Protection and Exposure (COPE) and professional assessments of insured properties.
1.13 BIBS – Risk	Develop a disaster recovery procedure to maximize insurance and Federal Emergency Management Agency (FEMA) reimbursements following loss.
1.14 BTS	Develop a strategy to address ongoing funding needs for regular lifecycle replacements of the City's technology equipment and applications.
1.15 Revenue/BTS	Leverage existing technologies such as billing software; actively seek new revenue collection programs to administer.
1.16 EBS	Develop the Enterprise Business Solution long-term implementation and funding strategy to support the City's SAP system and business processes.



Goal 1 Ensure long-term financial health

Accomplishments

- Implemented an Enterprise Resource Planning effort to install SAP software and re-engineer business processes for the City's financial and human resources systems. The financial system go live was November 2008 and the human resources/payroll system go live was June 2009. (OMF All)
- Conducted an extensive review of the City's Comprehensive Financial Management Policies, which were adopted by City Council effective July 2008. This included a new policy for electronic payment processing. (BFS/Bus Ops)
- Redeveloped PGE Park from a baseball to a professional soccer venue in order to implement the City's directions to host Major League soccer. (BIBS – Facilities)
- Secured Federal grant funding for major improvements to Union Station. (BIBS – Facilities)
- Gained new Printing and Distribution customers including Metro and the State of Oregon. (BIBS – P & D)
- Implemented a new procurement card contract that provides better user access and financial controls. (BIBS – Procurement)



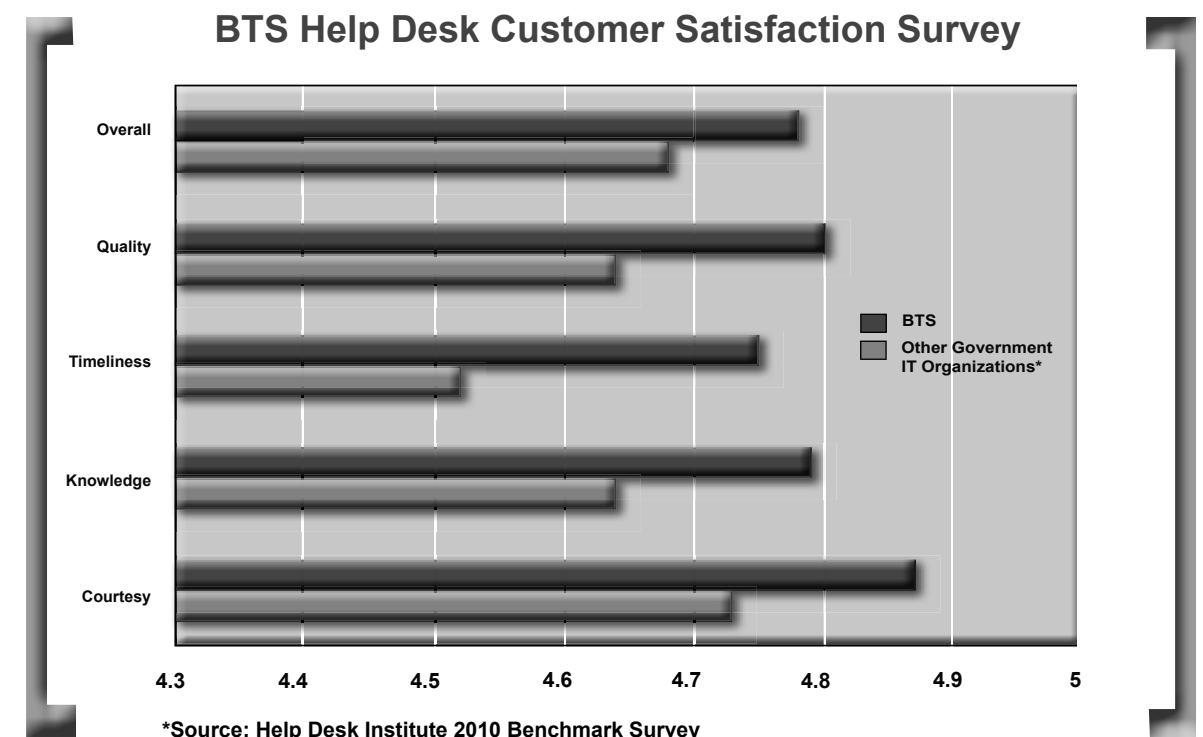
“ I appreciated the efforts of the Revenue Bureau to quickly process the quarterly tax payments received in April. This information was critical to helping us complete the Mayor's Proposed Budget. ”

-- Ken Rust

Goal 2 - Enhance customer service (continued)

Accomplishments

- Modernized the City's email and calendaring platform and added wireless synchronization for various smart-phone technologies. (BTS)
- Launched innovative iPhone and Android applications, which allows the public to submit and monitor service requests related to potholes, plugged storm drains, graffiti, street lighting and park maintenance issues. (BTS)
- Created online filing and “auto pay” options for business license tax returns and related payments. This increased customer service and resulted in more accurately filed returns, which can be processed more efficiently. (Revenue Bureau)
- Dedicated a position to monitor customer interactions and provide coaching and training to employees to increase the quality of customer service. (Revenue Bureau)
- Revenue Bureau was rated as having completed all seven of the customer service criteria by the Citywide Customer Service Advisory Committee, and was the only bureau to have been rated as completing all seven. (Revenue Bureau)
- Expanded citywide community budget development outreach activities for fiscal years 2009-10 and 2010-11 by conducting budget 101 presentations in the community and offering small grants for community partnership events. (Bus Ops)



Goal 2 Enhance customer service

Accomplishments

- Developed and conducted an annual OMF customer service survey since 2006; implemented strategies to address key areas identified in the surveys. (OMF All/Bus Ops)
- Received Special Award of Distinction from the National Association of Government Defined Contribution Administrators for the City's Deferred Compensation Program in the area of Effective Communication. (BFS – Public Finance)
- Implemented automatic customer notification for all work orders. (BIBS – Facilities)
- Increased preventative maintenance compliance by 8% in order to reduce repairs and downtime. (BIBS – Fleet)
- Began holding open houses every 18-24 months to keep personal contact with customers, educate new City employees about our services, and to showcase new equipment/technology. (BIBS – P & D)
- Held regular City-wide trainings on the procurement and contracting processes, providing an opportunity for project managers to understand the process and staff to respond to questions or concerns, resulting in an improved business process. (BIBS – Procurement)
- Partnered with POEM to ensure up-to-date information was communicated to City employees during the 2009 Pandemic Flu public health emergency. Risk's Occupational Health Program qualified the City as a preferred employer, making the City eligible to receive early doses of swine flu vaccine. (BIBS – Risk/BHR)



“ Always greeted with a friendly smile and a positive attitude. ”

-- Fire & Rescue Customer about CityFleet

Goal 1 - Ensure long-term financial health (continued)

Accomplishments

- Purchased higher levels of Excess Liability insurance in a favorable market and increased reserves in the Claims and Insurance Fund in anticipation of higher statutory tort caps on tort claims and lawsuits. (BIBS-Risk)
- Added seven revenue-generating positions for the 2009-10 budget year, which brought in revenue at over 300 percent of the cost of the positions and significantly mitigated the economy-related decrease in business license tax revenue. (Revenue Bureau)
- Developed automated systems to identify non-compliant businesses; implemented collection agency referral, which increased the collection rates on delinquent accounts and raised the level of voluntary compliance. (Revenue Bureau)
- Staffed an executive level policy review of the Police and Fire Disability and Retirement Fund; the committee recommended reforms to the City Council that were endorsed by voters effective January 2007. (Bus Ops)
- Developed operating principles for the Enterprise Business Solution (EBS) system that were adopted by City Council in December 2009. Created the EBS Division as a stand-alone division in OMF in 2009. (EBS)

Financial Achievements and Awards

- 36** Number of consecutive years that Moody's Investors Service has rated the City's Unlimited Tax General Obligation bonds as Aaa. Bonds rated as Aaa are judged to be the highest quality with minimal credit risk.
- 21** Number of years that the Government Finance Officer's Association (GFOA) has honored the City with a Distinguished Budget Presentation award.
- 26** Number of years the GFOA has recognized the City with a Certificate of Achievement for Excellence in Financial Reporting for production of the City's Comprehensive Annual Financial Report (CAFR).

Goal 2 Enhance customer service

Division/Bureau	Actions
2.1 OMF All	Conduct and publish an annual OMF customer service survey; implement customer service improvement initiatives in response to the survey and other customer feedback.
2.2 BFS – Accounting	Update the City's Chart of Accounts; post to City website.
2.3 BFS – Fin Planning/BTS	Build infrastructure to produce maps showing budget information geographically; map the budget.
2.4 BFS – Fin Planning	Install and implement new budget publication tool.
2.5 BHR	Ensure the recruitment process adapts to the City's changing business needs.
2.6 BIBS – Facilities/BTS	Fully develop the Mobile Facilities Center to include direct customer work order input and reporting.
2.7 BIBS – Fleet/BTS	Implement reporting tools that measure vehicle and equipment availability, scheduled vs. unscheduled repairs, and turnaround time.
2.8 BIBS – Fleet	Provide after-repair operator questionnaires; analyze data and follow up on any applicable issues.
2.9 BIBS – P&D/BTS	Develop Greenprint reporting system, which allows users to identify only the pages they want to print and eliminates any blank or unnecessary pages.
2.10 BIBS – P&D/BTS	Allow customers to create and proof standard stationery items online through the eSR system.

“ I always have a professional experience with the BTS support team. I really appreciate them. ”

-- BTS Helpdesk Customer



Goal 2 - Enhance customer service (continued)

Division/Bureau	Actions
2.11 BIBS – Procurement/BTS	Form Technology Services workgroup; centralize and coordinate with BTS for Citywide technology procurements and contracts.
2.12 BIBS – Procurement	Continue developing sustainable procurement standards for the most common products and services purchased.
2.13 BIBS – Risk	Improve claim and loss reporting and trending to client bureaus.
2.14 BIBS – Risk	Establish a system to review Risk-related rules, programs, training and services with stakeholders.
2.15 BTS	Implement online document sharing and collaboration tools.
2.16 BTS/BIBS-Facilities	Unify customer office move services.
2.17 Revenue/BTS	Develop a direct online filing and payment option for the Bureau's transient lodgings tax and regulatory programs.
2.18 Bus Ops/OMF All	Provide up-to-date, comprehensive information to customers on the OMF websites, including instructions on routine administrative processes.
2.19 EBS	Implement customer service process improvements for responding to Bureau requests for changes and new functionality in SAP; develop and monitor customer service standards.

