



# Audit of Communications & Customer Experience/311 Service Level Agreements

April 8, 2026

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## Executive Summary

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Service level agreements set specific expectations for how quickly City departments must respond to customer service requests submitted through the Communications & Customer Experience/311 customer service call center. The primary function of the Communications & Customer Experience/311 customer service call center is to answer non-emergency questions and serve as a liaison between the individuals submitting service requests and the appropriate department responsible for addressing the issue. Communications & Customer Experience/311 service requests are routed to department personnel, who investigate and work to resolve the problem.

In Fiscal Year 2024, there were a total of 590,663 service requests submitted by Dallas residents, City of Dallas employees, and people who depend on City services. Of these submitted service requests, 67 percent were routed to three departments: (1) Transportation and Public Works, (2) Sanitation Services, and (3) Code Compliance.

The Communications & Customer Experience/311 operates 24 hours a day, seven days a week. Customer service representatives are trained to receive calls, document requests, and assign them to the appropriate department. Service requests are also received online through the City's website and 311 mobile application.

The scope of the audit included submitted service requests from October 1, 2023, through March 30, 2025.

## Objectives and Conclusions

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1. Is Transportation and Public Works achieving agreed upon Communications & Customer Experience/311 customer service level agreement response times?

**Generally, Yes.** Transportation and Public Works is mostly achieving the agreed upon time for 91 percent of service requests. However, the service request transfer process can be unclear and extend the time to resolve the initial request, impacting customer service. See [Observation A](#).

Also, Transportation and Public Works did not meet their performance targets for four of six service level agreements. See [Observation B](#).

In addition, maintaining seldom used service request types can impact department resource efficiency. See [Observation C](#).

2. Is Sanitation Services achieving agreed upon Communications & Customer Experience/311 customer service level agreement response times?

**Yes.** Sanitation Services is responding to the service requests submitted within the agreed upon time. However, the service request transfer process can be unclear and extend the time to resolve the initial request, impacting customer service. See [Observation A](#).

In addition, maintaining seldom used service request types can impact department resource efficiency. See [Observation C](#).

3. Is Code Compliance achieving agreed upon Communications & Customer Experience/311 customer service level agreement response times?

**Yes.** Code Compliance is responding to the submitted service requests in the agreed upon time. However, the service request transfer process can be unclear and extend the time to resolve the initial request, impacting customer service. See [Observation A](#).

In addition, maintaining seldom used service request types can impact department resource efficiency. See [Observation C](#).

4. Is Communications & Customer Experience/311 effectively performing its responsibilities with service level agreements as listed in Administrative Directive 2-54, Service Request Management?

**Generally, Yes.** Communications & Customer Experience/311 is mostly performing their responsibilities within service level agreements. However, the department is not performing its required quarterly review of escalated service requests. See [Observation D](#).

## Recommendations

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Management should:

- Develop a clear, documented, and transparent process for transferring service requests.
- Meet the set performance expectations and if necessary, evaluate the performance measures against historical patterns for serviceability.
- Incorporate a review of seldom used service request types into the five-year review of service level agreements.
- Perform required quarterly review of escalated service requests.

## Risk Summary

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Risk classification is based on criteria outlined in the *Standards for Internal Control In the Federal Government*—Compliance, Operational, Financial and citizen focused criteria of Public Image. Each program is evaluated against these criteria, and the resulting risk classification reflects the program’s alignment with departmental goals as well as its overall significance to the community.

Classification	Recommendations	Management’s Response
● High		
● Moderate	4	Management agreed to 4 of 4 recommendations.
● Low	2	Management agreed to 2 of 2 recommendations.

## Audit Results

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Both City Council Resolution 88-3428 and Administrative Directive 4-09, Internal Control prescribe policy for the City to establish and maintain an internal control system. The audit observations listed are offered to assist management in fulfilling their internal control responsibilities.

### Observation A: Service Request Transfers

**Risk Rating:** ● Moderate

The current 311 service request transfer process creates a service expectation gap between the City's internal performance reporting and the public's perception of responsiveness. While department level service level agreement targets may be met, reported responsiveness may not fully align with the total time customers experience in resolving their initial request. The internal transfer process, inconsistent documentation of reason for transfer, and system constraints could reduce transparency to customers and may lead to customer service expectation gaps.

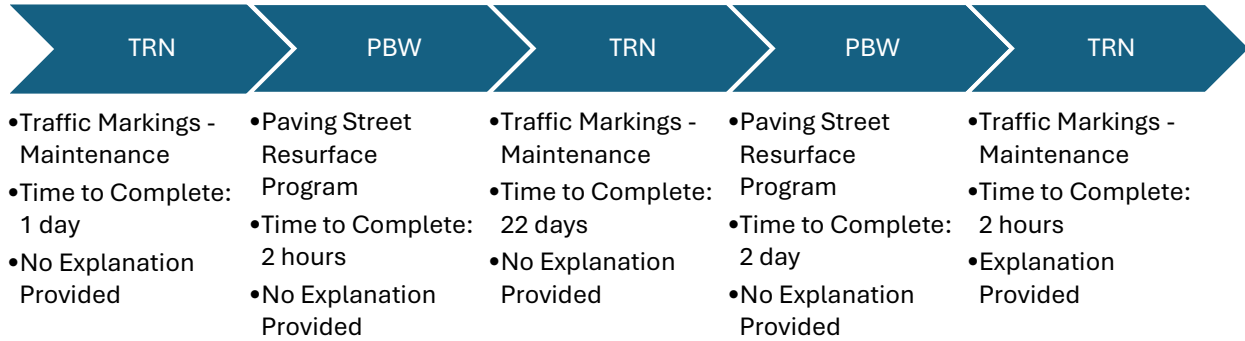
#### Current transfer process

When a service request is received and cannot be addressed by the initial receiving department or division, the service request is closed and considered complete. A new service request is created that transfers responsibility to a different department or division. This creates a new timeline (new target for service level agreement) for the request's completion. The transfer process can happen just once or multiple times depending on what is needed to complete the request and can happen almost immediately or days or weeks after the initial transfer. About five percent of the service requests submitted during the 18-month period under review were transferred.

The customer receives two emails each time the request is transferred. The first notifies the customer that the initial request is closed. The second notifies the customer that a new request has been created and provides the new expected completion date. There is no explanation provided in the email for why the transfer occurred.

**Exhibits 1 and 2** show examples of how one service request can lead to four more service requests to resolve the initial issue reported and how the timeline to resolve the initial request is significantly extended by this process. In the two examples, the departments met nine of 10 service level agreements created by the transfers but did not resolve the customer's concern in the initial expected timeline.

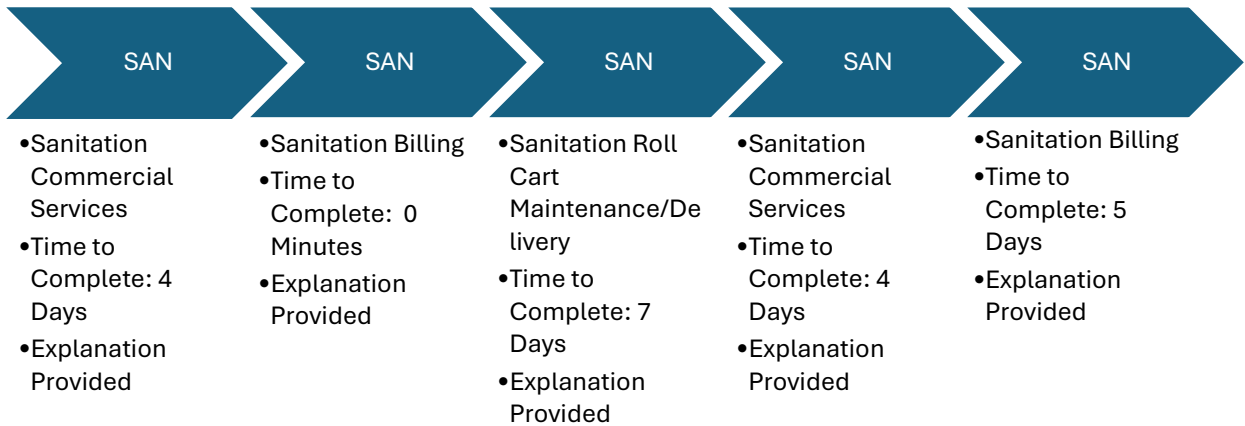
**Exhibit 1 – Transportation and Public Works**  
Service Request 23-00472781



**Source:** 311 documentation reviewed by the Office of the City Auditor.

**Note:** The time expectation for each service request is 10 business days. The request was transferred four times and took a total of 25 business days. The departments met four of the five service level agreements. The result was that the parking space maintenance was the responsibility of the property owner, not the City.

**Exhibit 2 – Sanitation Services**  
Service Request 23-00490640



**Source:** 311 documentation reviewed by the Office of the City Auditor.

**Note:** The time expectation is 10 business days for the original service request, and later service requests had expectations of five or 10 business days. This request was transferred four times and took 20 days to complete. The department completed the request by delivering a new trash cart and met all five service level agreements.

## Differences in Transferring Service Requests

As each transfer is created in the Communications & Customer Experience/311 customer response management system, Salesforce, the transferring department or division, does not always explain why the request is being transferred, which can lead to the request being transferred back to the first department or division or to another department or division. According to management, it is difficult in the current Salesforce system to change the service request type or change who is responsible for resolving the service request, without creating a new service request.

Three separate populations of 24 transferred service requests and their subsequent service request transfers were reviewed for each department in the audit. The sample showed 45 percent of the transferred service requests reviewed did not have an explanation for the transfer in the file, with the exception of Sanitation Services whose transfers consistently included explanations. According to management and sample analysis, reasons why service requests were transferred included:

- Transfers were needed to successfully complete a service request.
- Service requests initially went to the incorrect department or division or did not include enough information.

While departments generally met their internal service level agreements, the requestor may be unclear on the status and why the transfers continue. This gap might create a misunderstanding of customer service level expectations.

## Criteria

- ◆ Administrative Directive 2-54, Service Request Management
- ◆ Communications & Customer Experience/311 Service Level Agreements for Transportation and Public Works, Sanitation Services, and Code Compliance
- ◆ *Standards for Internal Control in the Federal Government*: Principle 15–Communicate Externally

## Recommendations

We recommend the **Director of Transportation and Public Works**:

**A.1.** Develop a clear, documented, and transparent process for transferring service requests that:

- Require documentation why each transfer is needed.
- Address whether immediate or repeated transfers are appropriate.
- Communicate to the public that transfers may be needed and the goal will restart each time the service request is transferred, if applicable.

We recommend the **Director of Sanitation Services**:

**A.2.** Develop a clear, documented, and transparent process for transferring service requests that:

- Require documentation why each transfer is needed.
- Address whether immediate or repeated transfers are appropriate.
- Communicate to the public that transfers may be needed and the goal will restart each time the service request is transferred, if applicable.

We recommend the **Director of Code Compliance**:

**A.3.** Develop a clear, documented, and transparent process for transferring service requests that:

- Require documentation why each transfer is needed.
- Address whether immediate or repeated transfers are appropriate.
- Communicate to the public that transfers may be needed and the goal will restart each time the service request is transferred, if applicable.

## Management Response

No	Concurrence	Action Plan	Implementation / Follow-Up Date
A.1	Agree	<p>Transportation &amp; Public Works Department (TPW) concurs with the recommendation. TPW is committed to improving communication and public understanding related to transferred service requests (SRs) and will continue working with Communications &amp; Customer Experience/311 to strengthen customer service and transparency.</p> <ul style="list-style-type: none"> <li>• TPW will review commonly confusing SR closure messages and identify improvements to ensure clearer communication with requestors.</li> <li>• TPW will develop procedures requiring applicable transferred SRs to include updated public-facing comments explaining the reason for transfer, the new SR type, an updated service level agreement (SLA) when applicable, and any additional information that may assist the requestor.</li> <li>• Where appropriate, standardized templates will be developed to promote consistency across similar SR types.</li> <li>• Additionally, TPW will collaborate with 311 Dispatch to develop standardized language to support clearer communication when SRs are closed by dispatchers.</li> </ul>	12/31/2026 / 6/30/2027
A.2	Agree	<p>Sanitation concurs with the recommendation to improve communication transparency around the service request transfer process and is committed to working with Communications &amp; Customer Experience/311 to implement the following improvements:</p> <ul style="list-style-type: none"> <li>• Sanitation will formally document the workflows for the eight service request types that, by design, require sequential transfers to complete. This documentation will establish that repeated transfers for these request types are appropriate, expected, and necessary to fulfill the complete scope of service.</li> <li>• For all other service request types, procedures will specify that transfers should occur only when the initial service request type does not match the actual service needed (e.g. a missed garbage request submitted in place of a missed recycling request) or when other circumstances require reassignment.</li> <li>• Service requests will be updated to inform customers upfront that their request may require multiple steps to</li> </ul>	12/31/2026 / 6/30/2027

No	Concurrence	Action Plan	Implementation / Follow-Up Date
		<p>complete, that each step will generate a new service request and notification, and that a new service level agreement timeline applies to each step. An overall estimated completion timeframe for the entire process will be provided at the time the initial request is submitted.</p> <ul style="list-style-type: none"> <li>Sanitation will update its procedures to ensure that required public-facing comments on all transferred service requests specifically document the reason for the transfer, distinguishing between two scenarios: (1) a designed workflow transfer, in which the transfer is an intentional step in completing the service request, and (2) a corrective transfer, in which the initial service request type was misclassified and must be reassigned to the appropriate type to ensure proper routing and resolution.</li> </ul> <p>Sanitation notes that during the audit period, only 5.3% of the 135,078 Sanitation service requests initiated involved any transfer at all, and that 95.6% of those transfers are attributable to eight service request types that use the transfer mechanism as a designed workflow function. The overwhelming majority of Sanitation Services requests are resolved without transfer and without a customer experience gap. Given this, Sanitation Services believes that the risk of recommendation is low.</p>	
A.3	Agree	<p>While the department is meeting established service level agreement (SLA) response times, we acknowledge that the current transfer process can create confusion for customers and may not fully reflect the total time required to resolve an issue from the customer’s perspective.</p> <p>Code Compliance will enhance its current process by:</p> <ul style="list-style-type: none"> <li>Developing a formal process for service request transfers, including establishing criteria for immediate versus delayed transfers;</li> <li>Ensure staff consistently document the reason for transfers;</li> <li>Collaborate with Communications &amp; Customer Experience/311 to improve customer-facing notifications;</li> <li>Train staff on the revised process; and</li> </ul>	3/31/2027 / 9/30/2027

No	Concurrence	Action Plan	Implementation / Follow-Up Date
		<ul style="list-style-type: none"><li>• Monitor the process to identify trends, reduce unnecessary transfers, and improve first touch resolution, where feasible.</li></ul> <p>Transfers represent a small portion of overall volume; however, improving this process will enhance transparency, strengthen public trust, and better align internal performance metrics with the customer experience.</p>	

## Observation B: Performance Measure Targets

**Risk Level:** ● Moderate

Transportation and Public Works did not meet their performance measure targets for four of six service level agreements reviewed during Fiscal Year 2024<sup>1</sup>. Four other service level agreements reviewed did not have specific performance measure targets. When performance measures targets for timeliness are not achieved, customer service goals are not met.

While generally, about 91 percent of service requests were answered in line with the service level agreement, the call types reviewed did not always meet their expectations or did not have specific expectations set. According to management, the number of service requests, weather impact, equipment down time, and staff shortages contributed to not meeting these goals.

**Exhibit 3:** Transportation and Public Works  
Performance Measures – Fiscal Year 2024

Performance Measure	Service Level Agreement Target	Performance Measure (in percent)	Actual Performance Measure (in percent)	Target Met?
Traffic Signal – Flashing	4 Business Days	80	95	Yes
Traffic Signal – Other Dispatch	4 Business Days	80	96	Yes
Street Repair – Routine	60 Business Days	92	79	No
Alley Repair – Routine	60 Business Days	92	73	No
Pothole – Routine	3 Business Days	98	87	No
Pothole – Hazardous	1 Calendar Day	98	94	No
Parking – Report a Violation	2 Business Days	N/A	93	N/A
Alley/Sidewalk/Street Repair – Hazardous	1 Calendar Day	N/A	91	N/A
Tree Down – Low Limbs	3 Calendar Days	N/A	94	N/A
Traffic Sign – Maintenance (Other)	10 Business Days	N/A	95	N/A

**Source:** 311 documentation reviewed by the Office of the City Auditor.

<sup>1</sup> During Fiscal Year 2024 Transportation and Public Works were separate departments that merged at the beginning of Fiscal Year 2025.

## Criteria

- ◆ Administrative Directive 2-54, Service Request Management
- ◆ 311 Service Level Agreements for the Department of Transportation and Public Works
- ◆ *Standards for Internal Control in the Federal Government: Principle–10 Design Control Activities*

## Recommendation

We recommend the **Director of Transportation and Public Works:**

**B.1** Meet the set performance expectations and if necessary, evaluate the performance measures against historical patterns for serviceability.

## Management Response

No	Concurrence	Action Plan	Implementation / Follow-Up Date
<b>B.1</b>	Agree	<p>Transportation &amp; Public Works Department (TPW) concurs with the recommendation to review and refine performance measure expectations. This assessment will help ensure that service request (SR) expectations more accurately reflect actual SR handling.</p> <p>TPW will conduct regular reviews of SR SLAs across all divisions using an updated Salesforce dashboard. With consideration of available resources, TPW will evaluate and implement adjustments needed to improve SR timeliness.</p> <p>Any approved SLA changes will be communicated through the appropriate channels for implementation.</p>	12/31/2026 / 3/31/2027

## Observation C: Seldom Used Service Request Types

**Risk Level:** ● Low

Forty-one percent of the three departments' 162 service request types are not used regularly. Maintaining and monitoring seldom used service request types could create inefficient use of resources because of the planning, training, and work that goes into being able to conduct and review each request type.

The City established two tiers of service requests based on usage. The 50 most frequently used request types are responsible for 92 percent of the service requests received. For these 50 service request types, there were at least 1,115 requests received in Fiscal Year 2024. The City reviews these most popular request types more frequently than the others as required by Administrative Directive 2-54, Service Request Management. These 50 service request types are reviewed for timeliness and potential changes every two years while the other service request types are reviewed every five years.

### SELDOM USED SERVICE REQUEST TYPES

The audit defined seldom used service request types as those that received less than 365 requests in Fiscal Year 2024, or less than once daily.

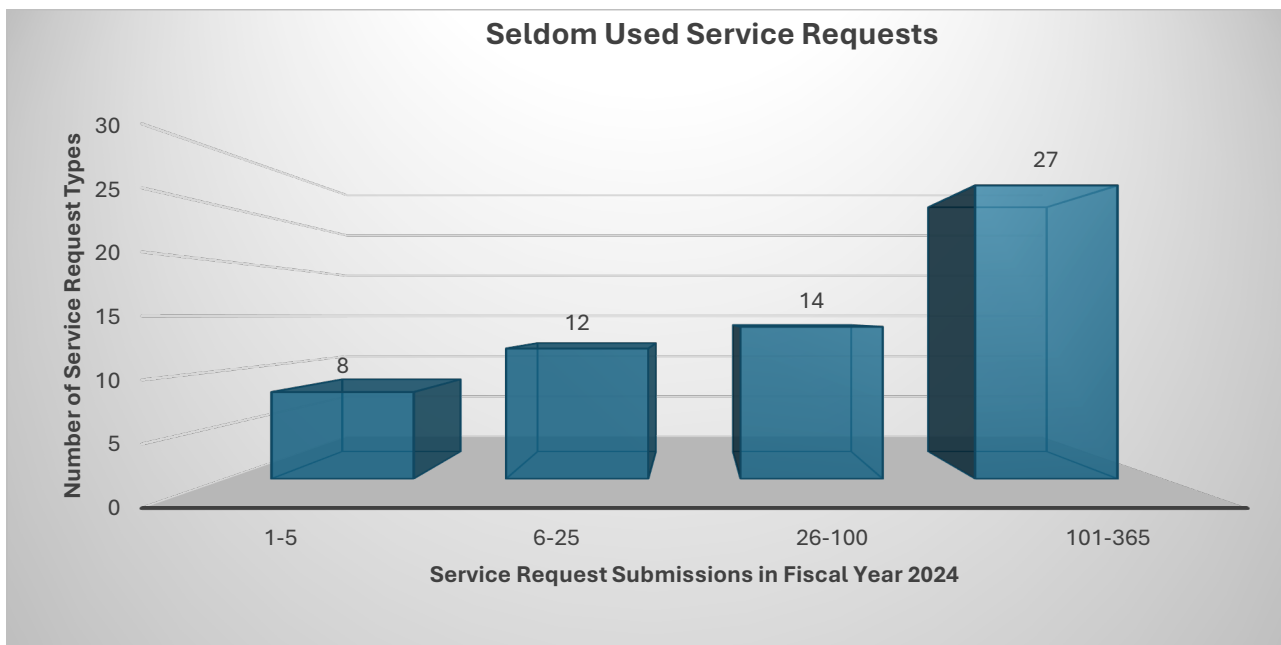
**Source:** Audit working papers

The last five-year review was completed in Fiscal Year 2022, and another review is due next fiscal year. The review process may also include reviewing changes in the service level agreements. **Exhibits 4** and **5** describe the seldom used service requests; at least eight service request types were used five or fewer times.

**Exhibit 4:** Seldom Used Service Requests by Department – Fiscal Year 2024

Department	Total Number of Service Request Types	Service Request Types Used less than daily	Percent of Service Request Types Used Less Than Daily
Code Compliance	41	10	24
Transportation and Public Works	100	43	43
Sanitation Services	21	13	62
<b>Total</b>	<b>162</b>	<b>67</b>	<b>41</b>

**Source:** 311 documentation reviewed by the Office of the City Auditor.

**Exhibit 5:** Seldom Used Service Request Types by Number of Requests Received

**Source:** 311 documentation reviewed by the Office of the City Auditor.

**Note:** Five service request types without any requests are not included in the graph.

The low usage rates suggest consolidation of similar request types may improve efficiency and effectiveness. Consolidation for at least some of the 162 service request types may reduce the number of times a service request is transferred or time needed for resolution. The City has shown in the past that consolidating request types can improve efficiency and effectiveness, such as the use of the Code Concern request type to respond to many Code Compliance topics and requests.

Management noted some seldom used service request types are seasonal and are only turned on during a weather emergency. See [Appendix A](#) for a list of seldom used service request types by department.

### Criteria

- ◆ Administrative Directive 2-54, Service Request Management
- ◆ *Standards for Internal Control in the Federal Government*: Principle 10–Design Control Activities

## Recommendation

We recommend the **Director of Communications & Customer Experience/311**:

**C.1.** Update Administrative Directive 2-54, *Service Request Management* to include a review of seldom used service request types during the five-year review to determine if service request types can be consolidated with related request types or into a “general” category for each department.

## Management Response

No	Concurrence	Action Plan	Implementation / Follow-Up Date
C.1	Agree	The Office of Communications & Customer Experience/311 will revise Administrative Directive 2-54, <i>Service Request Management</i> , to consider consolidating seldom-used service request types as part of the existing five-year evaluation.	12/31/2026 / 3/31/2027

## Observation D: Escalated Service Request Monitoring

**Risk Level:** ● Low

Communications & Customer Experience/311 is not reviewing quarterly reports to ensure all escalations are identified as required in Administrative Directive 2-54, Service Request Management, Section 6.3, Escalated Service Requests. When required reviews of escalated service requests are not occurring, there are risks that one or both of the following items occur:

- Customer service issues related to delayed service request responses may not be identified timely.
- The administrative directive requirements are not aligned with current system needs for monitoring escalated service requests.

Escalations occur when certain dispatched service requests are not resolved timely to ensure they are addressed as soon as possible. The required review process was not in place due to existing system constraints. Communications & Customer Experience/311 uses milestone report checkpoints within Salesforce to track progress toward escalated dispatch service requests. However, once the request is closed, the interim progress is no longer captured, and milestone reports cannot fully capture escalation activity for quarterly reviews.

### Criteria

- ◆ Administrative Directive 2-54, Service Request Management
- ◆ *Standards for Internal Control in the Federal Government*— Principle 10 Design Control Activities

### Recommendation

We recommend the **Director of Communications & Customer Experience/311**:

**D.1** Develop and implement procedures to follow the administrative directive or amend the administrative directive to reflect the current processes being used to monitor escalated service requests.

### Management Response

No	Concurrence	Action Plan	Implementation / Follow-Up Date
D.1	Agree	The Office of Communications & Customer Experience/311 has developed a new reporting process to ensure alignment with AD 2-54.	9/30/2026 / 3/31/2027

## Background

The three-digit 3-1-1 phone number was first implemented by the Baltimore, Maryland Police Department in October 1996 to address non-emergency police calls. In February 1997, the Federal Communications Commission (FCC) approved the 311 number for nationwide use to assist cities in distinguishing between emergency and non-emergency services. The City of Dallas implemented the 311 system for non-emergency City services in December 1997.

The City has 279 different service request types. Some of these are mandated by city ordinance, some provide a service to the residents of Dallas, and some are internal that help the departments complete their work. Transportation and Public Works, Sanitation Services, and Code Compliance have 162 (58 percent) of the 279 service request types.

Dallas residents typically call for services that address parking violations, potholes, sidewalks and alleys repairs, missed garbage, high weeds, and traffic signals not working. For Fiscal Year 2024 there were 462,682 and in the first half of Fiscal Year 2025 there were 219,761 public facing submitted service requests. Transportation and Public Works received 106,951 service requests, Sanitation Services received 73,292 service requests, and Code Compliance received 132,025 service requests in Fiscal Year 2024. These three departments accounted for 67 percent of all City service requests. **Exhibit 6** provides an assessment of how Sanitation Services met its performance measures for Fiscal Year 2024. For details on other departments, refer to [Observation B](#).

**Exhibit 6: Sanitation Services**  
Service Requests Performance – Fiscal Year 2024

Service Request	Service Level Agreement Target	Submitted Service Requests	Service Requests Completed	Percentage of Service Requests Completed
Sanitation Missed Brush/Bulk	7 Business Days	230	228	99
Sanitation Missed Garbage	3 Business Days	1,303	1,302	99
Sanitation Missed Recycle	3 Business Days	397	397	100
Sanitation Roll Cart Maintenance/Delivery	5 Business Days	1,437	1,356	94
<b>Total</b>		<b>3,367</b>	<b>3,283</b>	<b>98</b>

**Source:** 311 documentation reviewed by the Office of the City Auditor.

Code Compliance has a different process for submitted service requests. Because of the two-step process that Code Compliance completes, the auditors reviewed if they were meeting the estimated response time for the service requests.

**Exhibit 7: Code Compliance**  
Estimated Response Time for Service Requests – Fiscal Year 2024

Measure	Submitted Service Requests	Estimated Response Time was met	Estimated Response Time met (in percent)
Tier 1 – 3 Business Days	67,771	66,517	98%
Tier 2 – 5 Business Days	12,943	12,815	99
Tier 3 – 7 Business Days	19,372	18,875	97
4 Business Days	6,527	6,400	98
<b>Total</b>	<b>106,613</b>	<b>104,607</b>	<b>98%</b>

**Source:** 311 documentation reviewed by the Office of the City Auditor.

## Methodology

The audit methodology included:

1. Interviewing personnel from Communications and Customer Experience/311, Transportation and Public Works, Sanitation Services and Code Compliance.
2. Reviewing procedures, applicable administrative directives, and best practices.
3. Performing various analyses and considering risk of fraud, waste, and abuse. In addition, all five components of *Standards for Internal Control in the Federal Government* were considered.
4. Reviewing service request types that were in the top 50 overall, and all submitted service requests for Fiscal Year 2024 for on time testing for Transportation and Public Works and Sanitation Services.
5. Selection of a judgmental sample of 24 submitted service requests from closed transferred service requests for each department, or a total of 72 service requests. This sample covered a total of 351 service requests and the related transfers.
6. Testing a judgmental sample of five submitted service requests for a chosen service request type and reviewing documentation for all three departments.

## Government Auditing Standards Statement

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We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our observations and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and conclusions based on our audit objectives.

## Report Classification

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Final Draft – For Public Use

This report is a product of the Office of the City Auditor and is issued in accordance with the Texas Public Information Act (Texas Government Code, Chapter 552).

## Major Contributors

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## Appendix A – Seldom Used Request Types

The most common service request types are responsible for most service requests made to Communications & Customer Experience/311. The top 10 service request types received 65 percent of service requests.

As identified in [Observation B](#), the City’s Administrative Directive 2-54, Customer Service Agreement divides the service request types into two categories, the 50 most popular request types and the rest. The 50 most popular request types are responsible for 92 percent of the service requests received. No seldom used requests are in the top 50 most popular requests.

The audit focused on the three departments receiving the most service requests—Transportation and Public Works, Sanitation Services, and Code Compliance. The following tables for each department show the service request types in Fiscal Year 2024 with fewer than 365 requests by department, or less than one daily.

**Exhibit 8: Transportation and Public Works<sup>2</sup>**  
Seldom Used Service Requests – Fiscal Year 2024

Seldom Used Service Request Type	Department	Count	Internal or External
Flooding Emergency	PBW	348	External
Traffic Sign Knockdown Follow up	TRN	342	Internal
Traffic Markings New	TRN	339	External
Traffic Construction Signs	PBW	325	External
Street Lighting New/Relocation	TRN	296	External
Steel Plates in Street	PBW	230	External
Objects Dropped in Inlet Hazardous	PBW	212	External
Traffic Signal Knockdown	TRN	202	External
Traffic Signal Stuck	TRN	188	External
Graffiti Traffic Sign	TRN	186	External
Graffiti Traffic Signal	TRN	181	External
Sidewalk Utility Obstruction	PBW	172	External
Visibility Obstruction Hazardous	PBW	165	External

<sup>2</sup> During Fiscal Year 2024 Transportation and Public Works were separate departments that merged at the beginning of Fiscal Year 2025.

Seldom Used Service Request Type	Department	Count	Internal or External
Street Sweeping Thoroughfares	PBW	163	External
Guardrail Repair Routine	PBW	158	External
Paving Street Resurface Program	PBW	136	External
Paving Reconstruction Project	PBW	121	External
High Water Flooded Roadway Alarm Warning System	PBW	119	External
Wheelchair Ramp/Curb Cuts	PBW	112	External
Traffic Sign Visibility Obstruction	TRN	111	External
Parking Valet Complaint	TRN	92	External
Traffic Sign Other Dispatch	TRN	87	External
Traffic Signal Visibility Obstruction	TRN	87	External
Utility Cut/Hazardous	PBW	83	External
Railroad Crossing Repair	PBW	63	External
Resident Only Parking Permit	TRN	58	External
Bike Lane Marking Maintenance	TRN	57	External
Guardrail Repair Hazardous	PBW	53	External
Speed Limit Change Request	TRN	51	External
Guardrail New	TRN	49	External
Snow/Ice Sanding Hazardous	PBW	46	External
Interagency	PBW	23	External
Fair Park Parking Violation	TRN	18	External
SRD Urban Forestry/ROW Tree Maintenance	PBW	12	Internal
Sand Removal Request	PBW	11	External
Survey Questions	PBW	10	External
MOWmentum Program	PBW	8	External
Median Maintenance (Contract)	PBW	5	Internal
Traffic Signal Engineering	TRN	5	Internal
SRD Street Repair	PBW	4	Internal
Traffic Markings Large Cast Iron Button Removal	TRN	4	External

Seldom Used Service Request Type	Department	Count	Internal or External
Alley/Street Reconstruction Recommendations	PBW	2	Internal
SRD Curb and Gutter Repair	PBW	2	Internal

**Source:** 311 documentation reviewed by the Office of the City Auditor

**Exhibit 9: Sanitation Services**  
Seldom Used Service Requests – Fiscal Year 2024

Seldom Used Service Request Type	Department	Count	Internal or External
Sanitation Helping Hands	SAN	328	External
Sanitation Litter Cans	SAN	159	External
Sanitation Billing	SAN	82	Internal
Brush Busters	SAN	20	Internal
Sanitation Rut Repair	SAN	8	Internal
Storm Brush/Debris	SAN	6	Internal
Damage Repair	SAN	3	Internal
Sanitation Pack Out	SAN	2	External
Sanitation Alley Assessment	SAN	0	Internal
Sanitation District Notification	SAN	0	Internal
Sanitation Environmental Incident	SAN	0	Internal
Sanitation Information/Inquiry	SAN	0	Internal
Sanitation Location Not Serviced	SAN	0	Internal

**Source:** 311 documentation reviewed by the Office of the City Auditor

**Exhibit 10: Code Compliance**  
Seldom Used Service Requests – Fiscal Year 2024

Seldom Used Service Request Type	Department	Count	Internal or External
Boarding Home Complaint	CCS	329	External
Mobile Food Complaint	CCS	322	External
Illegal Dumping Sign	CCS	245	External
Food Borne Illness	CCS	156	External
Mosquito Do Not Spray	CCS	119	External
Short Term/Vacation Rental Survey	CCS	87	External

Seldom Used Service Request Type	Department	Count	Internal or External
Homeless Meal Event	CCS	74	External
Smoking Violation	CCS	24	External
Commercial Pool Complaint	CCS	10	External
Mosquito Beekeeper Notification	CCS	8	External

**Source:** 311 documentation reviewed by the Office of the City Auditor

## Appendix B – Acknowledgement Letter

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Audit of Communications & Customer Experience /311 Service Level Agreements

Acknowledgement Letter – See following pages

# Memorandum



**DATE:** April 8, 2026

**TO:** Mamatha Sparks – Interim City Auditor

**SUBJECT:** Response to Audit of Communications & Customer Experience/311 Service Level Agreements

This letter acknowledges the City Manager's Office received the *Audit of Communications & Customer Experience/311 Service Level Agreements* and submitted responses to the recommendations in consultation with the Office of Communications & Customer Experience/311, the Department of Transportation and Public Works, the Department of Sanitation Services, and Code Compliance.

The City's 311 process plays a vital role in providing residents with timely resolution and information on the essential services that ensure resident safety and quality of life. Communications & Customer Experience/311 is available 24/7/365. 311 agents are trained to handle calls, record service requests, and route them to the appropriate department. Service requests can also be submitted online through the City's website or via the Dallas 311 mobile app. In FY 2025, 311 agents handled 800,367 phone calls, receiving a post-call customer satisfaction rating of 93%. Furthermore, a total of 605,492 service requests were submitted by Dallas residents, City of Dallas employees, and people who depend on City services.

City management is pleased that the auditor concluded that the audit objectives were met, specifically that the audited departments generally achieved customer service response time goals.

However, we recognize there are opportunities for continuous improvements and agree to implement the auditor's recommendations, specifically:

- Code Compliance (recommendation A.1), Sanitation Services (recommendation A.2), and Transportation and Public Works (recommendation A.3) will develop a documented process for transferring service requests that:
  - Documents why each transfer is needed;
  - Addresses the appropriateness of transfers; and
  - Communicates to customers that a service request may require a transfer and that will reestablish a new completion timeframe.
- Transportation and Public Works will evaluate the existing performance measures and make adjustments where appropriate, keeping existing resources in mind (recommendation B.1).

- The Office of Communications & Customer Experience/311 will revise Administrative Directive 2-54, Service Request Management, to consider consolidating seldom-used service request types as part of the existing five-year evaluation (recommendation C.1).
- The Office of Communications & Customer Experience/311 has developed a new reporting process to ensure alignment with the AD 2-54 (recommendation D.1).

Please let me know if you need additional information.

Service First, Now!

A handwritten signature in black ink, appearing to read "Kimberly B. Tolbert". The signature is fluid and cursive, with the first name being the most prominent.

Kimberly Bizer Tolbert  
City Manager

C: Jack Ireland, Chief Financial Officer  
Ahmad Goree, Chief of Staff  
Alina Ciocan, Assistant City Manager  
Dev Rastogi, Assistant City Manager  
Daisy Fast, Director, Office of Communications and Customer Experience/311  
Christopher Christian, Director, Code Compliance  
Clifton Gillespie, Director, Sanitation Services  
Dr. Ghassan (Gus) Khankarli, Director, Transportation & Public Works