



Date: April 21, 2026

To: Sheryl M.M. Long, City Manager

From: Lauren Sundararajan, CFE, Internal Audit Manager *LS*

Copies to: Internal Audit Committee
Andrew Dudas, Budget Director
Bill Vedra, Emergency Communications Center Director

Subject: **311 Cincy Audit**

Attached is the 311 Cincy audit report. The primary objective of this performance audit was to assess whether 311 Cincy is operating efficiently, effectively, and in alignment with the organization's goals. This audit was conducted in accordance with the current audit agenda.

We would like to thank the management and staff of the Emergency Communications Center (ECC) for their assistance and cooperation during this audit.

If you need any further information, please contact me.

Attachment

311 Cincy Audit

April 2026



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Executive Summary

Internal Audit (IA) conducted a performance audit of 311 Cincy. The primary objective of this audit was to assess whether 311 Cincy is operating efficiently, effectively, and in alignment with the organization's goals.

311 Cincy is the City of Cincinnati's (City) overall non-emergency, customer service system. This includes the 311 call center, online service request system, mobile app, and public alerting system.¹ Since 2022, 311 Cincy has been under the management and direction of the Emergency Communications Center (ECC).

The audit identified several opportunities for improvement. For example, the current Customer Service Request (CSR) system used by 311 Cincy and other City and Countywide offices has undergone incremental, ad hoc changes over the years to meet the needs of the administrations. As a result, these changes impact processing times for users, and lacks integration with departmental systems, which may impact service delivery. IA also was informed that the 311 Cincy website was recently updated and does not sync with the app due to different technology used in each platform.

Additionally, the ECC oversees the 311 call intake but does not have authority over departments responsible for service delivery, resulting in inconsistent internal processes and limited accountability. Therefore, the standardization of Citywide guidelines, including service request procedures, escalation paths and workflow mapping to improve service delivery are necessary.

The call escalation process needs improvement. Due to the 24/7 call center operations, complaints can arise at any time where a support gap exists outside of normal business hours. As a result, 311 staff, including Bridge Supervisors, are required to de-escalate customer complaints, which contributes to a stressful work environment and limits their ability to immediately resolve customer issues.

Additional training and support are needed for Bridge Supervisors. Bridge Supervisors manage the 311 call takers, 911 call takers and the 911 dispatchers. Although Bridge Supervisors possess extensive 911 work experience, they require more familiarity with 311 operations including the CSR system, departmental workflows and the 311 app.

To improve the internal controls over 311 Cincy operations, IA recommends the following: work with Cincinnati Area Geographic Information System (CAGIS) to address the technological deficiencies, develop an administrative regulation that establishes guidelines and ensures consistency Citywide in the service delivery process, streamline the call escalation process and improve communication between the ECC and City departments, and provide Bridge Supervisors with additional training and support. Implementing these recommendations will increase efficiency at 311 Cincy and improve customer service operations.

¹ <https://www.cincinnati-oh.gov/311/>

I. Introduction

Background

The City adopted 311 to offer residents and visitors a straightforward way to access city services through a 24-hour customer service number, as well as web-based and mobile tools. The goal of the City is to streamline the process for residents and visitors to connect with City services.²

Since 2022, 311 Cincy has been under the management and direction of the ECC. 311 Cincy is led by one manager, two seniors, and 19 call takers. The 311 call takers are trained on multiple software systems due to the variety of calls received. These calls may include non-emergency, teletype, service requests (SRs), just to name a few. Depending upon the request, a specific software system is used to process the information. For example, call takers use the CSR system, a CAGIS built database that interfaces with City departments, when processing SRs.

The 311 call takers receive in-classroom training, on-the-job training, and are on a probationary period of six months after the initial date of hire. The 311 call takers are also required to become certified in Emergency Telecommunicator (ETC) and Emergency Police Dispatch (EPD) for processing non-emergency calls, including requests handled by police and parking enforcement.

The table below reflects the total number of service calls received at 311 Cincy per calendar year (CY), beginning in 2023.

	CY 2023	CY 2024	CY 2025	CY 2026 ³
<i>Total Number of Service Calls</i>	81,472	116,839	181,732	24,774

Table 1: 311 Call Data⁴

311 Cincy uses a variety of data and methods to evaluate the 311 call takers. This on-going review includes monitoring and evaluating phone calls, sending surveys, conducting quarterly reviews of performance data and development goals, and completing yearly evaluations. These measures are conducted to ensure that optimal customer service is provided to the callers in a consistent and efficient way.

² <https://insights.cincinnati-oh.gov/stories/s/4v8v-u3uc>

³ *CY 2026 data is through 2/28/2026.

⁴ 311 Cincy call center data was obtained from Power BI.

Audit Selection

IA conducted this audit in accordance with the Audit Work Plan.

Audit Objective

The primary objective of this audit was to assess whether 311 Cincy is operating efficiently, effectively, and in alignment with the organization's goals.

Audit Scope and Methodology

To accomplish the audit objective, IA reviewed relevant SRs, pertinent policies and procedures, interviewed appropriate staff, analyzed data and observed two 311 call takers in real time. Data reviewed was from CY 2023 to present.

Statement of Auditing Standards

As required by the Cincinnati Administrative Code Article II §15, this audit was conducted in accordance with the Generally Accepted Government Auditing Standards (GAGAS), except for standard 5.60 pertaining to external peer review requirements. This exception did not have a material effect on the audit.

IA continues to conduct internal quality reviews to assure conformance with applicable GAGAS. IA performed fieldwork between October 2025 and February 2026.

Commendations

IA commends the staff of the ECC for their cooperation throughout the audit.

II. Audit Findings and Recommendations

Technology used by 311 Cincy is limited in its effectiveness.

The CSR system was established in 2004 to assist City and County-wide offices with processing requests from customers. Over the years, the system has incurred incremental, ad hoc additions to meet the changing needs of the administrations. As a result, these changes impact processing time for users to use the system effectively and efficiently. Due to the 24/7 call intake at 311 Cincy, having a software system that is reliable, efficient and user-friendly will help the program achieve a higher level of customer satisfaction.

Additionally, some departments have internal software systems that do not interface with the CSR system. As a result, the set up creates additional time and labor for departments to locate, assign, and complete SRs in a timely manner, all of which may impact the service delivery for the customer and increase call volume at 311 Cincy. IA also was informed that the 311 Cincy website was recently updated and does not sync with the 311 app, due to the different technology used in each platform. As such, customers submit a request in the app that does not appear on the website or vice versa to where duplicate tickets may be created, increasing operational workload and customer frustration.

Recommendation 1: Work with CAGIS to address the technological deficiencies to meet the needs of the ECC.

Department Response: Partial agree. ECC appreciates IA's assessment of the challenges associated with the CSR system and agrees that the current environment presents significant limitations for both staff and customers. Lacking a reliable, efficient, and user-friendly software platform has significantly hampered the department's efforts to provide customer service. While the department acknowledges these observations, ECC does not fully agree that improvement efforts should be limited to working with CAGIS to address these deficiencies within the current framework. While CAGIS has been a longstanding partner in the delivery of 311 technology, the concerns identified in this audit reflect structural and ongoing limitations that have not been resolved through the existing model. In particular, ECC remains concerned about disconnected systems, duplicated work, constrained self-service capabilities, and limited agility in implementing needed improvements.

In late 2025, ECC assumed direct management of the 311Cincy.com homepage and informational pages in order to provide more timely updates, broaden access to information, and expand service options that had been constrained under the prior structure. In 2026, ECC also launched a new chat-based self-service channel under the department's direct oversight, with support from an external vendor, to better meet customer expectations and improve access. These actions were taken to respond to known limitations and to advance service delivery where ECC had the ability to do so.

ECC has also sought enhancements to the 311Cincy mobile application, but progress has been limited by resource constraints outside of ECC's control. Given the operational importance of 311 technology, ECC believes the City should evaluate all viable options for providing a modern, integrated, and adaptable platform, including alternatives beyond the current provider model. Accordingly, ECC supports the need to address the identified technological deficiencies, but believes the appropriate response is to assess and pursue the solution that best meets the City's current and future operational needs, whether through CAGIS, a different provider, or a different service delivery model.

The ECC has not established guidelines for the departments to strengthen the delivery service process.

The ECC is tasked with overseeing the customer service process of 311 Cincy. This entails serving as the intake for SRs through the City's phone number.⁵ The departments are tasked with providing the service delivery or executing the request that comes into the system through the 311 phone number, the 311 Cincy app or the 311 website. The customer service and service delivery processes play an intricate role in the experience of a City resident or visitor.

The ECC began managing the 311 call takers in 2022, and since that time, has expanded its role. The ECC coordinates service delivery responsibilities with City departments through ongoing meetings and seeking feedback from residents to launch specific platforms to promote 311 Cincy. Although the ECC works closely with other City departments, it has no hierarchical authority over them. Therefore, it is challenging for the ECC to work in tandem with City departments to guarantee a consistent delivery process. As a result, guidelines must be established at the department level to strengthen the delivery service process. These guidelines may include creating SR policies and procedures, establishing a complaint escalation process, and mapping internal workflow processes. Implementing these guidelines will strengthen internal controls over the service delivery process Citywide and improve customer service relations.

Recommendation 2: Develop an administrative regulation that establishes guidelines and ensures consistency Citywide in the service delivery process.

Department Response: Agree. ECC agrees that greater consistency in the service delivery process across departments would strengthen the overall customer experience and improve the effectiveness of the 311 program. Since assuming responsibility for 311 call-taking in 2022, ECC has expanded its coordination role with departments, worked to improve channels for customer access, and helped advance a more structured Citywide approach to service intake and tracking. At the same time, service delivery responsibilities remain distributed across departments, and ECC does not have direct supervisory authority over those operational functions. For that reason, long-term improvement depends not only on ECC's efforts, but also on clear Citywide expectations and shared departmental accountability. To help address this, ECC is drafting an Administrative Regulation intended to establish common guidelines for departments that use and support the 311 system, including expectations for service request handling, roles and responsibilities, and greater consistency in resident experience. ECC management will continue refining the draft and advancing it through the City's approval process.

The call escalation process needs improvement.

Customers contact 311 Cincy if they believe the request should not have been closed, because the work was not completed, or the problem still exists.⁶ Calls that escalate or require immediate attention are routed to the 311 Manager or Bridge Supervisors. However, outside standard business hours, a significant support gap exists. Because the call center operates 24/7, complaints can arise at any time where most City departments and management are unavailable after hours. As a result, 311 staff, including Bridge Supervisors, are required to de-

⁵ The SRs completed by the customer through the app and/or website bypass 311 and go directly to the departments.

⁶ SOP 2.31

escalate customer complaints, which contributes to a stressful work environment and limits their ability to immediately resolve customer issues.

In addition, 311 call takers can assist dissatisfied callers with filing a *complaint* or *dispute* in the CSR system.⁷ A complaint reclassifies the initial SR and forwards it to the appropriate department, while a dispute appears on a departmental dashboard and triggers the creation of a new SR. Both processes prompt additional caller questions in the CSR system, but the dual pathways and inconsistent departmental awareness can lead to inefficiencies and confusion.

Recommendation 3: Streamline the call escalation process and improve communication between the ECC and the City departments to ensure efficiency.

Department Response: Partial agree. ECC disagrees with the characterization of service complaints and disputes as duplicative processes. They serve different and intentional purposes within the CSR system.

A dispute is a data function used to indicate that a customer has challenged the outcome of a previously closed service request. It is primarily an internal performance and quality indicator that helps identify patterns, monitor service delivery concerns, and support continuous improvement. When a customer reports that the original problem was not resolved, the disputed request can be flagged as such, while a new service request is entered so the service issue can be addressed operationally. For example, if a pothole repair request was closed as completed, but the customer reports that the pothole remains, the original request may be marked as disputed and a new pothole repair request submitted.

A service complaint serves a different purpose. It is used to document concerns about the quality of service, customer experience, or responsiveness of the service-providing agency, and it is intended to prompt supervisory or management review by that department. For example, if a customer reports repeated missed trash collection and wishes to elevate that concern to agency leadership, a service complaint is the appropriate mechanism.

ECC does agree, however, that escalation pathways beyond these CSR functions need to be strengthened. When customers believe these options have not resolved their concerns, or when a department has not responded adequately to a service complaint, 311 call takers may seek assistance from ECC supervisors to help de-escalate the interaction. Because ECC does not control the internal escalation structures of service-providing departments, its ability to resolve these situations is limited by the processes those departments make available, which currently vary in clarity and effectiveness.

To address this, the 311-related Administrative Regulation currently being drafted by ECC is intended to establish clearer expectations for departmental participation in the 311 program, including minimum standards for complaint handling, escalation pathways, and related best practices.

⁷ The 311 call takers are responsible for marking the SR a "complaint" or a "dispute" in the CSR system. Certain criteria must be met for disputes, which is outlined in SOP 2.3, and certain criteria for complaints is outlined in the *311 CRR Training slides for Customer Service Complaints: Handling Dissatisfied and Hostile Callers*.

Additional training and support are needed on the call center floor.

Bridge Supervisors are responsible for overseeing the 311 call takers, 911 call takers, and 911 dispatch, and have extensive 911 experience through dispatch and/or call taking. Each shift has one Operations Manager and two Bridge Supervisors. IA found that although they received some training on 311, there is room for improvement. This includes the use of the CSR system, departmental service delivery processes and familiarity with the 311 Cincy app.

Recommendation 4: ECC management should ensure managers and supervisors have the knowledge and resources to properly oversee 311 Cincy.

Department Response: Agree. The ECC is conducting additional CSR system training for ECC's shift supervisors. As of April 8, 2026, eight of fifteen supervisors have completed the additional training. The 311 Manager is leading the training, and all sessions will be completed by June 30, 2026.

There are limited workstations available for both 311 and 911 call takers to work simultaneously.

The ECC's staffing needs fluctuate based on the time of day, day of week, season of the year and the associated changes in call volume. ECC management makes scheduling decisions in advance based on metrics and forecasted call volume.⁸

IA toured the 311 and 911 operations floor (since they share the same workspace) and was informed there are currently 21 workstations available for call takers: 5 dedicated to 311 (including one semi-enclosed senior station) and 16 dedicated to 911. When call volume is heaviest during peak daytime hours, IA was informed that 311 call takers overflow into the 911 workstations which impact 911 call takers. As a result, 911 call takers may be tasked with observing 988 operations, shadowing dispatchers, or joining CSR ride-alongs. When brought to management's attention, they attributed the overflow to 911 training and assured IA this is no longer occurring.

Recommendation 5: Work with facilities to ensure there is adequate space for both 311 and 911 call takers.

Department Response: Partial agree. ECC disagrees with the characterization of current workstation configuration and utilization. All 21 call taking workstations at ECC's primary facility are configured to support either 911 or 311 call taking and are assigned based on operational need, forecasted call volume, staffing levels, and training requirements. Workstation usage is managed dynamically to support service demands across both functions.

ECC also supports cross training and exposure to related operational roles when staffing conditions permit. Opportunities such as observing 988 operations, shadowing dispatchers, or participating in responder agency ride-along are not inherently indicative of inadequate workstation capacity, but can serve as intentional developmental experiences that broaden operational understanding and support employee growth.

That said, ECC agrees that additional call taking workstations would better position the agency to accommodate future growth, staffing flexibility, and training needs. ETS has submitted a

⁸ SOP 1.60

capital project request on ECC's behalf to fund additional call taking workstations, including the necessary equipment and technology. ECC has also identified the need for additional floor space to City Facilities Management, and that need has been incorporated into broader capital planning related to facility reconfiguration and renovation.

The ECC's standard operating procedures need updating.

IA's review of the department's standard operating procedures (SOPs) identified a need for updates. Although efforts have been made to update and archive some SOPs, several policies remain outdated, referencing obsolete procedures while failing to account for newly added positions and the integration of 311 operations. This gap increases the risk of operational inconsistencies and limits management's ability to maintain employee accountability.

Recommendation 6: Update the SOPs to reflect current operations.

Department Response: Agree. ECC is updating standard operating procedures as needed and is issuing special orders to provide clear guidance and maintain employee accountability.

The continuity operations plan needs strengthening.

Co-locating 311 and 911 call takers during off-site operations is critical for ECC efficiency. During a recent facility maintenance repair, staff had to relocate; however, space constraints at the offsite location required 311 call takers to be separated from 911. Furthermore, technical challenges prevented 311 staff from accessing the phone system, resulting in a failure to capture and retain data. These space limitations, technical gaps, and the staffing strain of managing dual locations caused weaknesses in the current continuity of operations plan.

Recommendation 7: Update the continuity operations plan to ensure sufficient space for both 311 and 911 staff to work in the same environment.

Department Response: Agree. ECC's backup 911 facility was designed around the agency's original role as the City's 911 center and predates ECC's later expansion to include 311 operations. As a result, no dedicated backup 311 facility currently exists, and the backup 911 site does not have sufficient capacity to support both 911 and 311 operations in a fully co-located environment during peak periods. ECC recognizes that maintaining 311 and 911 staff together during continuity operations is operationally beneficial and supports coordination, efficiency, and service continuity. ECC has identified this as a facility planning need and has communicated it to City Facilities Management. This issue has been incorporated into broader capital planning discussions related to the future reconfiguration and renovation of ECC's primary and backup facilities, subject to funding and budget approval.

Recommendation 8: Determine if the technical infrastructure at the backup locations can be upgraded. This is critical for data integrity and resource sharing.

Department Response: Partially agree. ECC recognizes that reliable technical infrastructure at backup locations is important to continuity of operations, including preservation of data and effective coordination of resources. However, the primary limitation at the current backup 911 facility is not the absence of core technical capability, but the fact that the space was designed

before ECC assumed responsibility for 311 and is not large enough to support co-located 911 and 311 operations during peak periods.

The backup 911 facility can technically support 311 functions, but only within the constraints of the available space. When ECC has had to vacate its primary facility, the department has worked collaboratively and creatively with partner agencies to establish temporary accommodations for 311 operations. In those situations, 311 operations may occur outside ECC's normal dedicated environment, which can limit access to standard systems and reduce the department's ability to capture and retain statistical data at the same level as in normal operations.

For the long term, ECC believes the more complete solution is not simply upgrading technical infrastructure in isolation, but establishing a backup environment with both the space and infrastructure necessary to keep 911 and 311 co-located during continuity operations. ECC has identified this need to City Facilities Management, and CFM has incorporated it into capital planning related to a broader reconfiguration and renovation of ECC's primary and backup facilities, subject to budgetary approval.

Management review and oversight over the performance data needs improvement.

IA reviewed the call data submitted to the Office of Performance and Data Analytics (OPDA) for fiscal year (FY) 2025 and FY 2026 performance agreements. The two performance metric goals include: 90% of 311 customer service calls are answered within 45 seconds and 90% of 311 call taker survey respondents are satisfied (scoring of 4 or 5 out of possible 5) with their 311 call taker experience. After reviewing five quarters of data, IA found three of the quarterly reports contained discrepancies. Inaccurate data submitted to City officials compromises oversight and can lead to ineffective decision making.

Recommendation 9: Ensure OPDA data is reviewed quarterly by ECC management for quality monitoring.

Department Response: Agree. ECC is committed to data-driven performance management and will work with OPDA's data analysts, who utilize raw data exports from ECC technology to create data dashboards, to ensure data integrity is maintained. Data corrections were submitted as part of FY26 Q2 performance management reporting.

Management has not developed a long-term strategic plan that adapts to evolving digital consumer habits.

As technology replaces traditional phone calls for basic service requests, the type of calls received at 311 Cincy may shift. IA found the ECC does not have a long-term strategic plan that adapts to evolving digital consumer habits. According to the Government Finance Officers Association (GFOA), a strategic plan is "a comprehensive and systematic management tool designed to help organizations assess the current environment, anticipate, and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organization's mission and achieve consensus on strategies and

objectives for achieving that mission. Strategic planning is about influencing the future rather than simply preparing or adapting to it.”⁹

Recommendation 10: Develop a long-term strategic workforce and operational plan for 311 Cincy that accounts for changes in digital consumer habits.

Department Response: Partial agree. ECC agrees that the 311 program should be guided by a long-term strategic vision, including clear goals for how the program will evolve as customer preferences and digital service habits continue to change. To that end, ECC is currently drafting a 311 related Administrative Regulation that will help define the strategic goals of the 311 program and provide a framework to guide the departments that participate in and support it.

At the same time, ECC believes the recommendation should distinguish between the 311 program as a service request intake function and the specific digital tools used to access that function. ECC operates the City’s 311 call center and is responsible for service request intake through the channels made available to it, but ECC is not the operator, system administrator, or designer of the City’s 311 digital platforms. As a result, while ECC can and does help identify operational needs and customer experience gaps, the long-term product strategy for the digital 311 tools, including adaptation to evolving digital consumer habits, should primarily rest with agency responsible for administering those tools unless and until ECC administers and operates such a platform.

Even within those constraints, ECC has taken steps to remain responsive to changing customer expectations by implementing supplemental solutions and process improvements that enhance the customer experience and expand access. ECC will continue to partner with the administrators of the City’s digital 311 tools to communicate operational needs, resident expectations, and service delivery goals for their future planning.

⁹ <https://www.gfoa.org/materials/establishment-of-strategic-plans>

III. Conclusion

311 Cincy is the City of Cincinnati's overall non-emergency, customer service system. This includes the 311 call center, online service request system, mobile app, and public alerting system.¹⁰ Since 2022, the 311 Cincy has been under the management and direction of the ECC.

To improve the internal controls over 311 Cincy operations, IA recommends the following: work with CAGIS to address the technological deficiencies, develop an administrative regulation that establishes guidelines and ensures consistency Citywide in the service delivery process, streamline the call escalation process and improve communication between the ECC and City departments, and provide Bridge Supervisors with additional training and support. Implementing these recommendations will increase efficiency at 311 Cincy and improve customer service operations.

¹⁰ <https://www.cincinnati-oh.gov/311/>

IV. Emergency Communications Center Response

Recommendation 1: Work with CAGIS to address the technological deficiencies to meet the needs of the ECC.

Department Response: Partial agree. ECC appreciates IA's assessment of the challenges associated with the CSR system and agrees that the current environment presents significant limitations for both staff and customers. Lacking a reliable, efficient, and user-friendly software platform has significantly hampered the department's efforts to provide customer service. While the department acknowledges these observations, ECC does not fully agree that improvement efforts should be limited to working with CAGIS to address these deficiencies within the current framework. While CAGIS has been a longstanding partner in the delivery of 311 technology, the concerns identified in this audit reflect structural and ongoing limitations that have not been resolved through the existing model. In particular, ECC remains concerned about disconnected systems, duplicated work, constrained self-service capabilities, and limited agility in implementing needed improvements.

In late 2025, ECC assumed direct management of the 311Cincy.com homepage and informational pages in order to provide more timely updates, broaden access to information, and expand service options that had been constrained under the prior structure. In 2026, ECC also launched a new chat-based self-service channel under the department's direct oversight, with support from an external vendor, to better meet customer expectations and improve access. These actions were taken to respond to known limitations and to advance service delivery where ECC had the ability to do so.

ECC has also sought enhancements to the 311Cincy mobile application, but progress has been limited by resource constraints outside of ECC's control. Given the operational importance of 311 technology, ECC believes the City should evaluate all viable options for providing a modern, integrated, and adaptable platform, including alternatives beyond the current provider model. Accordingly, ECC supports the need to address the identified technological deficiencies, but believes the appropriate response is to assess and pursue the solution that best meets the City's current and future operational needs, whether through CAGIS, a different provider, or a different service delivery model.

Recommendation 2: Develop an administrative regulation that establishes guidelines and ensures consistency Citywide in the service delivery process.

Department Response: Agree. ECC agrees that greater consistency in the service delivery process across departments would strengthen the overall customer experience and improve the effectiveness of the 311 program. Since assuming responsibility for 311 call-taking in 2022, ECC has expanded its coordination role with departments, worked to improve channels for customer access, and helped advance a more structured Citywide approach to service intake and tracking. At the same time, service delivery responsibilities remain distributed across departments, and ECC does not have direct supervisory authority over those operational functions. For that reason, long-term improvement depends not only on ECC's efforts, but also on clear Citywide expectations and shared departmental accountability. To help address this, ECC is drafting an Administrative Regulation intended to establish common guidelines for departments that use and support the 311 system, including expectations for service request handling, roles and responsibilities, and greater consistency in resident experience. ECC

management will continue refining the draft and advancing it through the City's approval process.

Recommendation 3: Streamline the call escalation process and improve communication between the ECC and the City departments to ensure efficiency.

Department Response: Partial agree. ECC disagrees with the characterization of service complaints and disputes as duplicative processes. They serve different and intentional purposes within the CSR system.

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ECC does agree, however, that escalation pathways beyond these CSR functions need to be strengthened. When customers believe these options have not resolved their concerns, or when a department has not responded adequately to a service complaint, 311 call takers may seek assistance from ECC supervisors to help de-escalate the interaction. Because ECC does not control the internal escalation structures of service-providing departments, its ability to resolve these situations is limited by the processes those departments make available, which currently vary in clarity and effectiveness.

To address this, the 311-related Administrative Regulation currently being drafted by ECC is intended to establish clearer expectations for departmental participation in the 311 program, including minimum standards for complaint handling, escalation pathways, and related best practices.

Recommendation 4: ECC management should ensure managers and supervisors have the knowledge and resources to properly oversee 311 Cincy.

Department Response: Agree. The ECC is conducting additional CSR system training for ECC's shift supervisors. As of April 8, 2026, eight of fifteen supervisors have completed the additional training. The 311 Manager is leading the training, and all sessions will be completed by June 30, 2026.

Recommendation 5: Work with facilities to ensure there is adequate space for both 311 and 911 call takers.

Department Response: Partial agree. ECC disagrees with the characterization of current workstation configuration and utilization. All 21 call taking workstations at ECC's primary facility are configured to support either 911 or 311 call taking and are assigned based on operational need, forecasted call volume, staffing levels, and training requirements. Workstation usage is managed dynamically to support service demands across both functions.

ECC also supports cross training and exposure to related operational roles when staffing conditions permit. Opportunities such as observing 988 operations, shadowing dispatchers, or participating in responder agency ride-along are not inherently indicative of inadequate workstation capacity, but can serve as intentional developmental experiences that broaden operational understanding and support employee growth.

That said, ECC agrees that additional call taking workstations would better position the agency to accommodate future growth, staffing flexibility, and training needs. ETS has submitted a capital project request on ECC's behalf to fund additional call taking workstations, including the necessary equipment and technology. ECC has also identified the need for additional floor space to City Facilities Management, and that need has been incorporated into broader capital planning related to facility reconfiguration and renovation.

Recommendation 6: Update the SOPs to reflect current operations.

Department Response: Agree. ECC is updating standard operating procedures as needed and is issuing special orders to provide clear guidance and maintain employee accountability.

Recommendation 7: Update the continuity operations plan to ensure sufficient space for both 311 and 911 staff to work in the same environment.

Department Response: Agree. ECC's backup 911 facility was designed around the agency's original role as the City's 911 center and predates ECC's later expansion to include 311 operations. As a result, no dedicated backup 311 facility currently exists, and the backup 911 site does not have sufficient capacity to support both 911 and 311 operations in a fully co-located environment during peak periods. ECC recognizes that maintaining 311 and 911 staff together during continuity operations is operationally beneficial and supports coordination, efficiency, and service continuity. ECC has identified this as a facility planning need and has communicated it to City Facilities Management. This issue has been incorporated into broader capital planning discussions related to the future reconfiguration and renovation of ECC's primary and backup facilities, subject to funding and budget approval.

Recommendation 8: Determine if the technical infrastructure at the backup locations can be upgraded. This is critical for data integrity and resource sharing.

Department Response: Partially agree. ECC recognizes that reliable technical infrastructure at backup locations is important to continuity of operations, including preservation of data and effective coordination of resources. However, the primary limitation at the current backup 911 facility is not the absence of core technical capability, but the fact that the space was designed before ECC assumed responsibility for 311 and is not large enough to support co-located 911 and 311 operations during peak periods.

The backup 911 facility can technically support 311 functions, but only within the constraints of the available space. When ECC has had to vacate its primary facility, the department has worked collaboratively and creatively with partner agencies to establish temporary accommodations for 311 operations. In those situations, 311 operations may occur outside ECC's normal dedicated environment, which can limit access to standard systems and reduce the department's ability to capture and retain statistical data at the same level as in normal operations.

For the long term, ECC believes the more complete solution is not simply upgrading technical infrastructure in isolation, but establishing a backup environment with both the space and infrastructure necessary to keep 911 and 311 co-located during continuity operations. ECC has identified this need to City Facilities Management, and CFM has incorporated it into capital planning related to a broader reconfiguration and renovation of ECC's primary and backup facilities, subject to budgetary approval.

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Department Response: Agree. ECC is committed to data-driven performance management and will work with OPDA's data analysts, who utilize raw data exports from ECC technology to create data dashboards, to ensure data integrity is maintained. Data corrections were submitted as part of FY26 Q2 performance management reporting.

Recommendation 10: Develop a long-term strategic workforce and operational plan for 311 Cincy that accounts for changes in digital consumer habits.

Department Response: Partial agree. ECC agrees that the 311 program should be guided by a long-term strategic vision, including clear goals for how the program will evolve as customer preferences and digital service habits continue to change. To that end, ECC is currently drafting a 311 related Administrative Regulation that will help define the strategic goals of the 311 program and provide a framework to guide the departments that participate in and support it.

At the same time, ECC believes the recommendation should distinguish between the 311 program as a service request intake function and the specific digital tools used to access that function. ECC operates the City's 311 call center and is responsible for service request intake through the channels made available to it, but ECC is not the operator, system administrator, or designer of the City's 311 digital platforms. As a result, while ECC can and does help identify operational needs and customer experience gaps, the long-term product strategy for the digital 311 tools, including adaptation to evolving digital consumer habits, should primarily rest with agency responsible for administering those tools unless and until ECC administers and operates such a platform.

Even within those constraints, ECC has taken steps to remain responsive to changing customer expectations by implementing supplemental solutions and process improvements that enhance the customer experience and expand access. ECC will continue to partner with the administrators of the City's digital 311 tools to communicate operational needs, resident expectations, and service delivery goals for their future planning.