



CITY OF CHICAGO  
OFFICE OF INSPECTOR GENERAL

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# Audit of 311 Service Request Process

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## Acronyms

|      |   |
|------|---|
| CACC | Chicago Animal Care and Control                   |
| CDOT | Department of Transportation                      |
| DOB  | Department of Buildings                           |
| DSS  | Department of Streets and Sanitation              |
| DTI  | Department of Technology and Innovation           |
| DWM  | Department of Water Management                    |
| OEMC | Office of Emergency Management and Communications |
| OIG  | Office of Inspector General                       |
| SLA  | Service level agreement                           |

## City of Chicago Office of Inspector General

# Audit of 311 Service Request Process

311 is the City's primary way for Chicagoans to request City services, submit complaints, and access information about City programs, services, and events.



311 receives between 2.2 and 2.3 million requests each year.



311 tracks the City's response to requests using work orders to the responsible department(s).



Community feedback highlighted confusion about the service request process and outcomes.



No City body is responsible for using 311 data to improve customer service and resource management.

### OIG found:

**FINDING 1:** 311's public-facing platforms do not provide users with clear information on the overall process, request statuses, and work order timeframes.

**FINDING 2:** 311's potential to improve city services and ability to provide deeper analysis is hampered by its limited staffing.

# I | Executive Summary

The City of Chicago Office of Inspector General (OIG) conducted an audit of the Office of Emergency Management and Communication's (OEMC) management of 311 and its service request performance. The 311 system is the City's primary method for Chicagoans to request non-emergency City services, submit complaints, and access information about City programs, services, and events. The objectives of the OIG's audit were to determine whether 311:

- provides the public with high quality information about the status of their service requests in keeping with its mission to document, monitor, and provide easy access to information; and
- “[a]ssist[s] City departments, governmental, and non-governmental agencies [to] deliver improved customer service and manage resources more efficiently,” as stated in its mission.

## A | Conclusion

Every interaction between government and constituents is an opportunity to build public trust. As a technological tool for public communication, it is imperative that the 311 system be simple to use, accessible, transparent, and responsive to people's needs and experiences. However, OIG concluded that the information about service requests on 311's public facing platforms contributes to public confusion and distrust. Additionally, OIG found that 311's Service Advocacy Unit is resourced as, and thus limited to, a support role. Therefore, the unit cannot fulfill its potential impact by providing deeper analysis of City operations.<sup>1</sup>

## B | Findings

OIG found that service request information provided on 311's public facing platforms contributes to public confusion and distrust of City service delivery. 311 staff are aware of the importance of high-quality information relevant to its mission and are taking steps to improve both public-facing and internal aspects of the 311 system. However, public confusion persists about the service request response process, status, and outcomes.

In addition, OIG found 311's potential impact on City services and ability to provide deeper analysis is limited by its resourcing and positioning in an administrative support role. The two staff in the Service Advocacy Unit are responsible for serving more than 40 City departments, in addition to sister agencies and third-party vendors. The Service Advocacy Unit does not carry out those of its responsibilities that require deeper involvement in operations of other City departments.

## C | Recommendations

OIG recommends that 311 clarify its public resources about the service request process and information available about the status of service requests. 311 staff should continue to implement technology solutions to improve the various departments' abilities to respond to requests efficiently in the field. Additionally, the Service Advocacy Unit should hold regular meetings with departments and remind departments of the training resources available in Salesforce. Finally, 311 staff should work with other City departments to ensure it is resourced appropriately to fulfill its mission.

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<sup>1</sup> The Service Advocacy Unit provides support to 311 user departments through trainings, technical support, and advocacy. It is comprised of two staff members and overseen by the 311 director.

## D | OEMC Response

In response to OIG's audit findings and recommendations, OEMC stated that it will work to provide clarification of the service request process and update existing resources for the public. 311 will work with departments to update knowledge articles and reinforce existing guidance and training related to duplicate service requests. Additionally, 311 staff will develop guidance to support departments' correct use of notes, statuses, and closure categories. OEMC also stated that it will work with the Department of Technology and Innovation to create a "duplicate" outcome category for complaints and will continue to invest in system improvements. Finally, OEMC stated that it will work with the Office of Budget and Management to coordinate its staffing needs. In the meantime, 311 staff will have more structured and consistent engagement with departments.

The specific recommendations related to each finding, and OEMC's response, are described in the "Findings and Recommendations" section of this report.

## II | Background

Chicago's 311 system is a non-emergency service within the Office of Emergency Management and Communications (OEMC). 311 is the primary method that Chicagoans, and people working in or visiting the City, request City services, submit complaints, and access information.<sup>2</sup> 311 receives between 2.2 and 2.3 million requests each year. According to information published by the City, the mission of 311 is to:

1. "Serve as the point of entry for residents, business owners and visitors that need easy access to information regarding City programs, services and events.
2. Record and efficiently document all requests for non-emergency City services within the Customer Relationship Management (CRM) System and forward them to the proper governmental and non-governmental agencies.
3. Assist City departments, governmental and non-governmental agencies deliver improved customer service and manage resources more efficiently.
4. Monitor and provide consistent, essential performance management reports and analysis of City services delivery.
5. Direct requests for non-emergency police reports to the Alternate Response Section (ARS).
6. Serve as the back-up facility for 911."<sup>3</sup>

In 2025, 311 had 69 budgeted full-time positions which included the following:<sup>4</sup>

- 1 director
- 3 managers
- 8 supervisors
- 53 communications operators
- 1 data services administrator
- 1 administrative assistant
- 1 special assistant
- 1 coordinator of special projects

Two of the positions—the special assistant and the coordinator of special projects—comprise the Service Advocacy Unit. This unit, overseen by the 311 director, has a wide variety of responsibilities, including configuring 311 settings and performance reports, conducting trainings, evaluating best practices and processes, and analyzing the efficiency and effectiveness of department operations.

Chicago implemented its 311 system in 1999 and began using its current 311 software, Salesforce, in late 2018. This coincided with the launch of a new online 311 portal and mobile application (collectively called "CHI311"), which were intended to provide transparency into how the City responds to service requests and how long the responses may take.

Chicagoans use 311 to request more than 60 types of non-emergency City services such as graffiti removal, pothole repairs, rat abatement, street light repairs, garbage carts, requests for shelter, and senior wellbeing checks. City staff also use 311 to request the same types of services needed,

<sup>2</sup> Roughly half of the active, public-facing service request types are used for public complaints. Thus, OIG uses "service request" and "complaint" interchangeably in this report.

<sup>3</sup> City of Chicago 311 City Services, "Mission," accessed February 9, 2026, [https://www.chicago.gov/city/en/depts/311/auto\\_generated/311\\_mission.html](https://www.chicago.gov/city/en/depts/311/auto_generated/311_mission.html)

<sup>4</sup> City of Chicago Office of Budget and Management, "FY2025 Annual Appropriation Ordinance," December 2024, 297 and 304, accessed February 9, 2026, [https://www.chicago.gov/content/dam/city/depts/obm/supp\\_info/2025Budget/2025\\_Ordinance\\_Book\\_webVersion.pdf](https://www.chicago.gov/content/dam/city/depts/obm/supp_info/2025Budget/2025_Ordinance_Book_webVersion.pdf).

which they may notice in the course of their work. A person or City staff requests a service or registers a complaint by,

- dialing 311;
- visiting [311.chicago.gov](https://311.chicago.gov);
- using the CHI311 mobile application;<sup>5</sup> or
- contacting a local alderperson's office.

In addition to registering a complaint, individuals can use the mobile application and website to check the status of their service requests. The City has a separate phone line for reporting emergencies (911).

Figure 1: 311 is the City's primary method to request City services and information.

| 311 provides non-emergency city services including but not limited to:   |  |
|--|--|
|  Sign repair                    |  Potholes                                       |
|  Graffiti removal               |  Rat abatement                                  |
|  Senior wellbeing checks       |  Shelter requests                             |
|  Non-emergency police reports |  Information about City programs and services |
| Call 3-1-1, visit <a href="https://311.chicago.gov">311.chicago.gov</a> , or use the mobile application          |  |

Source: City of Chicago information.<sup>6</sup>

## A | Understanding Service Requests and the Complaint Process

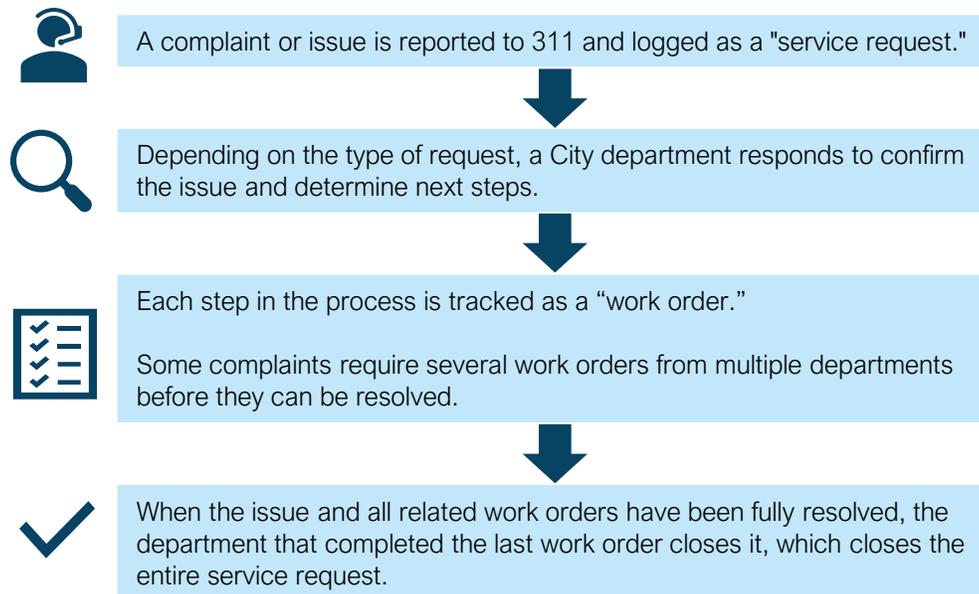
Salesforce, the City's 311 software, records complaints under a number of predefined categories. Each complaint—also referred to as a “service request”—is assigned a tracking number. Depending on the type of request, Salesforce automatically assigns it to the appropriate department. The department then reviews the service request and determines how to respond. The steps involved in the response are tracked as “work orders.” Service requests and work orders have a parent-child relationship, with the service request playing the “parent” role and the associated work orders as derivative “child” entries. Complainants can use the tracking number associated with their complaint to view the request and the status of each related work order, much like tracking a package as it moves through the mail system. The service request remains open until

<sup>5</sup> The CHI311 mobile application is free and may be downloaded from the Apple App Store or Google Play Store.

<sup>6</sup> See for example, City of Chicago 311 City Services, “311 Frequently Asked Questions...,” accessed February 9, 2026, [https://www.chicago.gov/city/en/depts/311/supp\\_info/faq.html](https://www.chicago.gov/city/en/depts/311/supp_info/faq.html).

the City completes all the associated work orders. Figure 2 shows an overview of the lifecycle of a 311 complaint.

**Figure 2: 311 tracks the City's response to complaints using work orders.**



Source: OIG visualization of 311 complaint process.

Each type of work order has its own preset timeliness goal in Salesforce called a "service level agreement" (SLA). A service request may take many work orders before it can be closed. However, upon making then request, only the initial work order and its related SLA is available for the public to view. Thus, the public may expect that this SLA represents the expected completion time for the overall service request. This initial SLA, however, does not account for any other work orders necessary to respond to the service request. In fact, the subsequent work orders necessary to complete the overall service request may not be known until the initial service request is completed. There is no explanation provided to the public as they view status screens that the SLA is relevant only to the initial work order and that multiple work orders may be necessary. Rather, they see an initial SLA indicating a specific number of days as the "average completion time."

Figure 3 depicts the relationship between service requests and work orders for a sewer cave-in inspection request. The initial work order has an SLA of 20 days. Before it is completed, it is the only work order and SLA available to view by the public. Therefore, it may be interpreted as the SLA for the overall service request. However, this service request requires multiple work orders, each with their own SLA, which total 110 days.

Figure 3: A single service request may require multiple work orders before it can be closed.

| Overall Service Request Number             | Overall Service Request Type     | Work Order Number | Work Order Type                   | Work Order SLA | Actual Days to Complete |
|--|----------------------------------|-------------------|-----------------------------------|----------------|-------------------------|
| SR23-XXXXXXX                               | Sewer Cave-In Inspection Request | 23-XXXXXXX        | Sewer Cave-In Inspection Request  | 20 days        | <1                      |
|  |                                  | 23-XXXXXXX        | Refer to Underground/FESS - Sewer | 30 days        | 9.5                     |
|  |                                  | 23-XXXXXXX        | Clean Main Sewer (DWM Use Only)   | 60 days        | 18                      |
| <b>Total Days to Close Service Request</b> |                                  |                   |                                   |                | <b>28 days</b>          |

Source: OIG visualization of a service request in relation to work orders.

SLAs for each type of request are further complicated by the fact that 311 staff, without explanation, display two different SLAs to the public online:

- Estimated SLA – represents a department’s goal to complete the individual work order. These are static and set by department staff. These SLAs do not change unless the department changes the goal.
- Average SLA – represents the historical average time a department completes an individual work order. These SLAs are dynamic, changing based on a department’s actual service performance.

CHI311 displays both types of SLAs in the same manner to the public: “Average completion time: [number] day(s), over the last 12 months.” There is no explanation on the screen that some SLAs simply represent a department’s goal while others represent historical performance. In fact, the language on the screen suggests all are based on historical performance over the last 12 months.

The use of average SLAs began in early 2023 as the City’s attempt to give the public a more accurate timeframe than estimated SLAs.<sup>7</sup> Average times update nightly based on the past 12 months of data for that service request type. These averages are only available for the 44 most common service request types. Furthermore, no matter which type of SLA is displayed, departments continue to work toward their defined goal—the estimated SLA—potentially unaware that the average SLA is displayed.

As the City moves step by step through a service request, the 311 system updates to include the currently active work order and its corresponding estimated or average SLA. Figure 4 shows an

<sup>7</sup> While the City describes the dynamic average SLAs as “average” completion times, they are actually median completion times. Averages would be calculated by dividing the sum of the completion times by the number of related requests. In contrast, the median completion time is calculated by identifying the “middle” value when all values are arranged from smallest to largest. City management stated that they describe the median as the “average” because they believe it makes more sense to a layperson.

example of a service request from the 311 website and explains how to understand the various statuses and outcomes.

Figure 4: The 311 website and mobile application display information about the original service request and the subsequent work orders.

The screenshot displays a service request for a sewer cave-in inspection. It is annotated with several callouts:

- Overall Complaint Status:** A green box at the top right points to the word "COMPLETED" in green, stating: "This is the overall complaint status. (options are open, completed, or cancelled)".
- Overall Complaint Details:** A green box on the left points to the title "Sewer Cave-In Inspection Request" and the submission date "Submitted on: January 17, 2023", stating: "This is the overall complaint (SR) number, type, location, and date it was reported."
- Dynamic Average SLA:** A blue box points to the "Average completion times: 7day(s), over the last 12 months" for the first work order, stating: "This is the dynamic average SLA for this work order."
- Individual Work Order Outcome:** A blue box points to the "Completed On January 18, 2023" date for the first work order, stating: "This is the Individual work order outcome and completion date."
- Final Work Order Outcome:** A blue box at the bottom points to the "Completed On February 14, 2023" date for the third work order, stating: "This is the final work order outcome and date. Overall, this service request was completed in 28 days (January 17 – February 14)."
- Work Order Details:** A large blue box on the right explains: "This sewer cave-in inspection service request has three separate work orders. Every service request starts with one work order. If more work is needed, additional work orders are added one by one. Each work order shows the department responsible and an estimate of how long it will take to complete that step. The time displayed on each work order does not necessarily reflect how long it will take to address the entire service request. Some work order types have dynamic average SLAs that update nightly, as exemplified by work order 1. Other work order types have static estimated SLAs, as exemplified by work orders 2 and 3. Both types of SLAs are presented as if they are average completion times based on the last 12 months."

The screenshot itself shows the following details:

- Service Request #:** SR23-██████████
- Title:** Sewer Cave-In Inspection Request
- Submitted on:** January 17, 2023
- Overall Status:** COMPLETED
- Work Order 1:** Sewer Cave-In Inspection Request - DWM - Department of Water Management. Average completion times: 7day(s), over the last 12 months. Task: Investigation/Inspection (Refer to Underground/FESS - Sewer). Completed On January 18, 2023.
- Work Order 2:** Refer to Underground/FESS - Sewer - DWM - Department of Water Management. Average completion times: 30day(s), over the last 12 months. Task: Investigation/Inspection (Clean Main Sewer). Completed On January 27, 2023.
- Work Order 3:** Clean Main Sewer (DWM Use Only) - DWM - Department of Water Management. Average completion times: 60day(s), over the last 12 months. Task: Perform Work. Completed On February 14, 2023.

Source: Screenshot from the CHI311 website. Text boxes added by OIG.

## Duplicate Requests

Duplicate requests occur when multiple complainants report the same issue at the same address, or the same complainant repeatedly reports the same issue. Salesforce is configured to automatically classify such requests as duplicates and combine them based on certain parameters, such as when the addresses of multiple complaints match exactly. Departments can also manually classify complaints as duplicates. Departments, however, frequently do not classify the complaints as duplicates but simply close them without explanation. Even if Salesforce or a department classifies a complaint as a duplicate, 311's public resources do not notify the complainant that their complaint was so classified. As a result, the 311 application and website can be misleading; they do not always provide enough detail for a complainant to understand the reason the request—no matter the reason—was closed. More discussion of the duplicate request process and recommendations to improve it are described in Finding 1 of this report.

## B | Prior 311 Observations and Concerns

Previous OIG products have identified data quality concerns related to the 311 system such as inconsistencies with SLAs, complaint statuses, technology, and data entry. For example, OIG's 2019 Audit of the Department of Street and Sanitation's (DSS) Weed-Cutting Program found that DSS was not able to use Salesforce data to meaningfully measure performance.<sup>8</sup> OIG's 2023 Sewer Cave-ins Explainer found similar issues for the Department of Water Management (DWM).<sup>9</sup> Due to inaccurate and inconsistent data, OIG was unable to calculate the time it took DWM to fully address sewer cave-ins.

Local news agencies have reported similar concerns about the usability and accuracy of 311's data.<sup>10</sup> In addition to concerns with the reliability and user friendliness of the City's 311 system, outlets have highlighted the public's difficulties understanding the 311 response process and long wait times during calls.<sup>11</sup>

<sup>8</sup> City of Chicago Office of Inspector General, "Department of Streets and Sanitation Weed-Cutting Program Audit," July 23, 2020, <https://igchicago.org/wp-content/uploads/2023/08/DSS-Weed-Cutting-Program-Audit.pdf>.

<sup>9</sup> City of Chicago Office of Inspector General, "Understanding the City of Chicago's Response to Sewer Cave-In Complaints: An Explainer," December 18, 2023, <https://igchicago.org/wp-content/uploads/2023/12/OIG-Explainer-Citys-Response-to-Sewer-Cave-in-Complaints.pdf>.

<sup>10</sup> Amy Qin and Anna Savchenko, "What's wrong with Chicago's 311 shelter call records?," *WBEZ*, June 1, 2023, accessed February 9, 2026, <https://www.wbez.org/stories/chicago-311-hotline-shelter-requests-data/ab772dfe-e155-49e3-9d6b-1880fc5e4256>; Chicago Sun-Times Editorial Board, "City's 311 help line can't keep up with requests for shelter," *Chicago Sun-Times*, June 5, 2023, accessed February 9, 2026, <https://chicago.suntimes.com/2023/6/5/23746794/chicago-311-help-line-shelter-migrant-crisis>; "How Can Chicago Improve Procedures To Make Sure 311 Requests Are Really Completed? An Expert Has An Idea," *CBS News*, January 8, 2021, accessed February 9, 2026, <https://www.cbsnews.com/chicago/news/how-can-chicago-improve-procedures-to-make-sure-311-requests-are-really-completed-an-expert-has-an-idea/>.

<sup>11</sup> Ben Bradley and Andrew Schroeder, "WGN Investigates: Chicago residents call 311 then wait ... and wait ... and wait," *WGN News*, February 14, 2023, accessed February 9, 2026, <https://wgntv.com/news/wgn-investigates/chicago-residents-call-311-then-wait-and-wait-and-wait/>; Anna Savchenko, "There's a surge in calls for shelter. Chicago's 311 helpline can't keep up," *WBEZ*, June 1, 2023, accessed February 9, 2026, <https://www.wbez.org/stories/chicagos-311-help-line-cant-keep-up-with-calls-for-shelter/07b5ce06-799e-4ebc-9821-ee2fff16cdc6>; Lisa Parker and Tom Jones, "311 Calling Concerns: Water Leaks and City Calls For Service Initially Met With Silence," *NBC Chicago*, January 25, 2023, accessed February 9, 2026, <https://www.nbcchicago.com/consumer/311-calling-concerns-water-leaks-and-city-calls-for-service-initially-met-with-silence/3055024/>.

## III | Objectives, Scope, and Methodology

### A | Objectives

The objectives of the audit were to determine whether 311,

- provides the public with high quality information about the status of their service requests in keeping with its mission to document, monitor, and provide easy access to information; and
- “[a]ssist[s] City departments, governmental, and non-governmental agencies [to] deliver improved customer service and manage resources more efficiently” as stated in its mission.

### B | Scope

This audit focused on the 311 system via the Salesforce platform and includes system users, reports, system configurations, and the 311 website and mobile application. OIG did not evaluate the operations of the City’s 311 call center in this audit.

### C | Methodology

To understand the design of the City’s 311 software, CHI311 website and mobile application, and the 311 Service Requests dataset on the Chicago Data Portal, OIG interviewed 311 staff at OEMC and the Department of Technology and Innovation, reviewed available documentation, and received training on how to use Salesforce.

To determine whether the City’s public resources provide high quality information, OIG reviewed 311’s mission statement and the *Federal Committee on Statistical Methodology Framework for Data Quality*, specifically the domains of utility, objectivity, and integrity.<sup>12</sup> To understand the City’s efforts to ensure data utility, objectivity, and integrity in alignment with the Framework, OIG interviewed staff at 311 and the Department of Technology and Innovation, and reviewed available documentation. OIG also reviewed media reporting about 311 data quality issues.

To capture Chicagoans’ experiences tracking and understanding the status of their service requests, OIG designed and distributed a flyer inviting feedback about knowledge of and satisfaction with the City’s 311 tools. The flyer and survey were distributed to all City of Chicago community service centers, 19 Chicago Public Library branches, all City Council alderpersons, a local data advocacy organization, and through OIG’s social media channels. Additionally, OIG staff attended outreach events to engage with community members directly. OIG received more than 100 instances of community feedback. OIG also interviewed five alderpersons, selected on the basis of geography and wards with the highest and lowest complaint volumes about their community’s experiences with 311.

To determine whether 311’s Service Advocacy Unit conducts the activities in its description, OIG interviewed 311 staff and reviewed available documentation.

To understand how City departments use and interpret the 311 system, OIG selected a targeted sample of departments based on the volume of complaints associated with the various service

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<sup>12</sup> U.S. Federal Committee on Statistical Methodology, “A Framework for Data Quality,” September 2020, 2, accessed February 9, 2026, [https://nces.ed.gov/fcsm/pdf/FCSM.20.04\\_A\\_Framework\\_for\\_Data\\_Quality.pdf](https://nces.ed.gov/fcsm/pdf/FCSM.20.04_A_Framework_for_Data_Quality.pdf).

request types, urgency, and impact. OIG spoke with leadership at the Department of Buildings (DOB), DSS, the Chicago Department of Transportation (CDOT), and Chicago Animal Care and Control (CACC) about the following complaint types:

- Building Violations
- Graffiti Removal
- Sanitation Code Violations
- Tree-Trimming
- Street Light Out, Traffic Signal Out, and Alley Light Out
- Pothole in Street and Alley Pothole
- Stray Animal

OIG also interviewed and accompanied CDOT and DSS staff responding to street light out, pothole filling, graffiti removal, and sanitation code violation complaints.

## D | Standards

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

## E | Authority and Role

The authority to perform this audit is established in MCC § 2-56-030, which states that OIG has the power and duty to review the programs of City government in order to identify any inefficiencies, waste, and potential for misconduct, and to promote economy, efficiency, effectiveness, and integrity in the administration of City programs and operations.

The role of OIG is to review City operations and make recommendations for improvement.

City management is responsible for establishing and maintaining processes to ensure that City programs operate economically, efficiently, effectively, and with integrity.

## III | Findings and Recommendations

### Finding 1: 311's public-facing platforms do not provide users with clear information on the overall process, request statuses, and work order timeframes.

Information presented to complainants is fundamental to 311's mission and the public's trust in City services. 311's mission identifies the 311 system as "the point of entry" for people that need "access to information regarding City programs, services, and events."<sup>13</sup> Thus, quality data is essential for 311 to meet its mission.

Data quality is an overarching concept incorporating the objectivity, utility, and integrity of information.<sup>14</sup> A data quality problem in one domain can negatively influence another. 311 staff are aware of the importance of high-quality information relevant to its mission and are taking steps to improve both public-facing and internal aspects of Salesforce and 311 data through active engagement with peer jurisdictions and professional organizations. However, the public, alderpersons, 311 staff, and City departments highlighted various issues with the complaint process and a lack of information on the CHI311 mobile application and website.

#### A | The 311 system lacks an easily accessible explanation of the complaint response process.

OIG learned about the public's experience with the 311 system through a citywide survey and conversations with ward staff at five aldermanic offices to understand how their communities feel about the 311 complaint process. Ward staff stated that complainants would have a more accurate expectation of when their complaints would be addressed if they knew the steps involved in the City's response to service requests. Ward staff remarked that the process can be a "black hole" and that people become frustrated when the steps taken to address their complaints are unclear. They gave examples of information that would help the public, such as providing the reasons that requests are transferred between departments and explaining the difference between work orders and service requests.

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<sup>13</sup> City of Chicago 311 City Services, "Mission," accessed February 9, 2026, [https://www.chicago.gov/city/en/depts/311/auto\\_generated/311\\_mission.html](https://www.chicago.gov/city/en/depts/311/auto_generated/311_mission.html).

<sup>14</sup> These domains include dimensions such as the relevance, timeliness, accessibility, reliability, credibility, and confidentiality of information. U.S. Federal Committee on Statistical Methodology, "A Framework for Data Quality."

Community members who responded to OIG’s survey also used the term “black hole” when referring to 311. They reported that the confusing format and functionality of 311 discourages use of the resource and breeds distrust of the City’s intent to actually respond to community needs. Not everyone may be able or willing to contact their ward officials or use 311 platforms, creating a risk of inequitable distribution of services across the City. These disparities could be further exacerbated if people frustrated with the process stop registering their complaints using the 311 system altogether. This aligns with OIG’s March 2024 “Advisory Concerning the City’s Complaint-Based Approach to City Services,” which highlighted that a reactive approach to providing services could neglect people and communities who are less likely to register complaints.<sup>15</sup>

Multiple community members and ward staff used the term “black hole” when referring to their experience with 311.

### Community members responding to OIG’s public survey expressed frustration about the lack of information provided about their complaints.

*"I wish the app told you what the different 'phases' of work meant ('make determination,' etc) and what the different resolutions mean. For example, why are some requests canceled and some completed as "no cause" even when I know there's an issue? It makes me feel like I'm being told I made something up."*

*"When the request is completed it is not clear what the outcome is, the only message is "completed." The lack of clarity on what happens with the request, if anything at all, has discouraged my use of the app as it feels like a [waste] of time to report problems that won't be addressed."*

*"Sometimes there is very little detail given on why a request was closed, I have had some requests unaddressed for unclear reasons . . . It would be great . . . for workers to write in what they did or why they didn't do anything in response to a request rather than a pre-filled response. It would also be great to see a picture of what they did, especially when I upload a picture as part of my request. Sometimes requests are closed as completed but I don't think any work was done. Maybe it was a communication issue, but the current system makes me (and others) suspicious."*

311 management explained that it is difficult to provide a suitable public explanation of the complexities of the complaint response process. The CHI311 website has what it refers to as “knowledge articles” to help answer frequently asked questions.<sup>16</sup> However, the knowledge articles are not directly available throughout the complaint process. For example, when submitting or looking up a particular complaint, there is no easily accessible link leading to a relevant article or the knowledge article database. Additionally, none of the articles define statuses and outcomes, or explain that entering multiple requests has no impact on how quickly a department will respond.

<sup>15</sup> Office of Inspector General, “Advisory Concerning the City’s Complaint-Based Approach to Providing Services,”

<sup>16</sup> Knowledge articles on the CHI311 website include information about the various service request types as well as information about other City services. For more information, visit <https://311.chicago.gov/s/articles>.

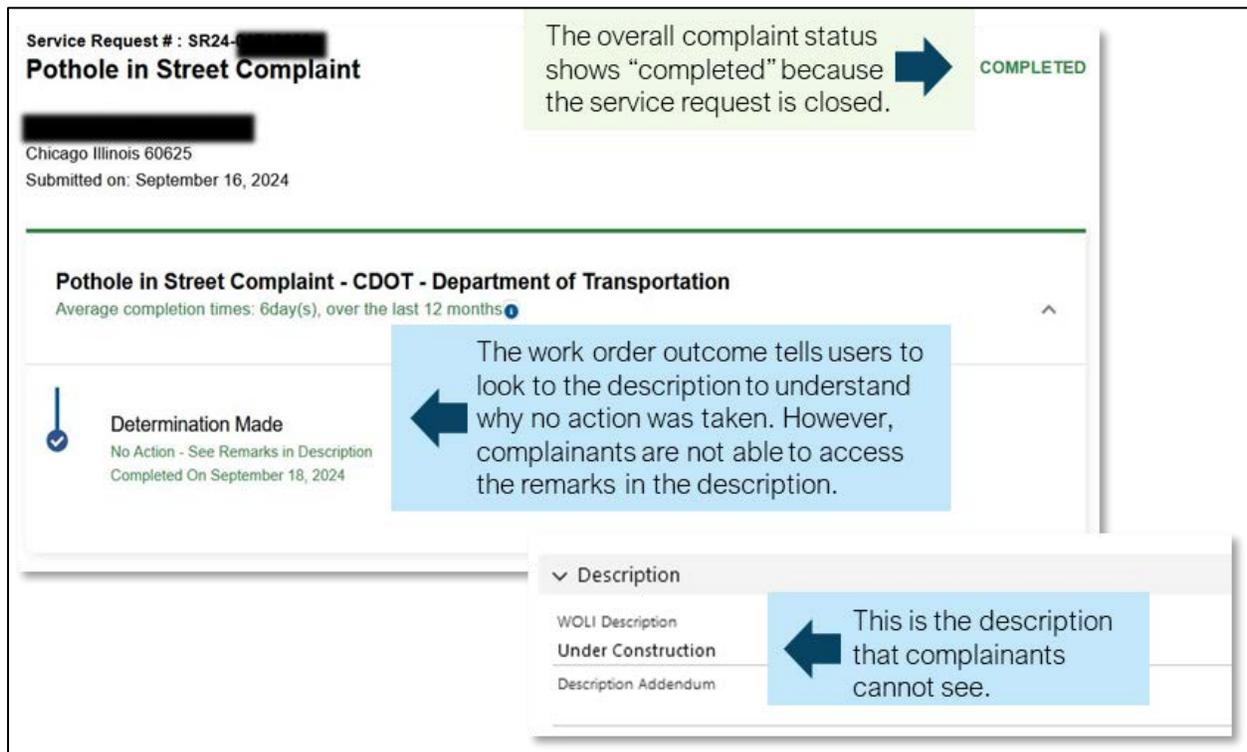
## B | The information on CHI311 may be inconsistent with the work that actually happened.

Service request statuses and outcomes can be misleading and do not always provide enough detail to understand the reason a request was closed. As described in the Background of this report, service requests display statuses and outcomes that are meant to provide information about the City's response. A request may have an overall status of open, completed, or cancelled, while individual work orders related to that request may have more specific outcomes. Every department defines its own set of work order outcomes. However, 311's public resources do not describe what the statuses and outcomes mean.

Ward staff with whom OIG spoke consistently noted that these descriptors often do not provide enough information and that they are used inaccurately. For example, ward staff explained that community members in their wards are frustrated when complaints are closed as "complete" when no work appears to have been done, "cancelled" without being addressed, or labeled as "no cause" when the issue persists. Ward staff explained that this lack of detail prompts people to call their offices for an explanation of what actually happened. Responses to OIG's survey described similar frustration with these issues.

Some departments enter notes in Salesforce providing more detail about the work completed in response to a complaint. However, although the departments, 311, and ward staff have access to see these notes, the public cannot see them on the CHI311 website or mobile application. For example, Figure 5 includes screenshots of a "completed" request for a "Pothole in Street Complaint." The top screenshot from the public facing 311 website informs the reader to "See Remarks in Description Completed . . ." That entry for this service request refers to a note CDOT staff included in Salesforce. The screenshot below reflects additional information entered by CDOT staff which is not visible to the public. The entry in Figure 5 explains that CDOT did not fill the pothole because of road construction. The complainant, however, will only see that the City took no action, with no explanation, and the pothole still exists. To learn more, the complainant would either need to call 311 or contact their alderperson. If the department did not leave any notes in Salesforce, then even ward and 311 staff would be unable to provide further detail without separately contacting the department to follow up.

Figure 5: Online work order outcomes do not always provide full details.



Source: Screenshots from the CHI311 website and Salesforce. Text boxes added by OIG.

In any event, 311 staff both in Chicago and peer cities cautioned that simply displaying the raw notes from department staff online may actually cause the public more confusion. It is not always evident whether providing additional information about a complaint online will provide clarity or cause confusion.

311 staff noted that Salesforce allows departments to upload photos. However, departments rarely use this feature, and many lack the mobile technology necessary to do so. For example, DSS graffiti crews use a specialized mobile application that cannot view photos attached to the complaint or upload photos to Salesforce. Photos stored in other departments' work order systems also do not sync with Salesforce.

Since 2018, the City has been working to upgrade its technology. 311 staff stated that the process has been slow. One upgrade 311 is working on is the implementation of the Salesforce mobile application, Field Service. This application would allow departments to do a variety of things they currently cannot, such as dispatching crews and scheduling routes while out in the field.

## C | Departments do not classify duplicate complaints consistently, contributing to misleading information.

Duplicate requests happen when multiple people report the same issue at the same or a nearby address within a certain window of time, or when the same person reports the same issue multiple times. In fact, a common public misconception is that repeatedly entering the same complaint will elevate the issue. Rather, this floods departments with duplicate service requests, making it more

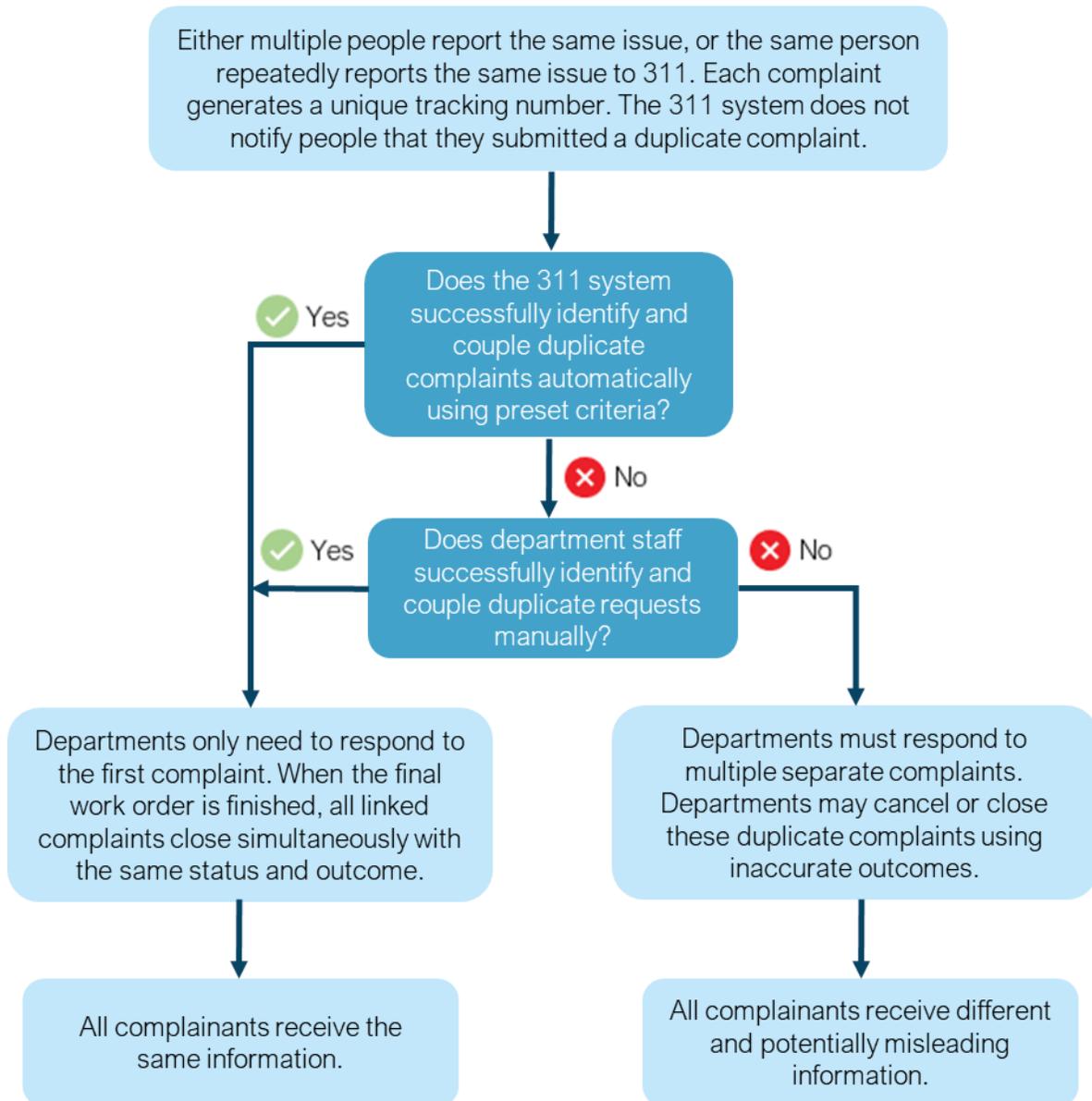
difficult for them to manage their workflows. Salesforce is configured to automatically identify and combine (“couple”) these requests. Once requests are coupled, duplicate requests will simultaneously update with the same information from the original request. However, 311 staff explained that Salesforce frequently fails to couple duplicate complaints, which results in departments needing to respond to each complaint individually.

311 staff stated that when the system does not automatically catch duplicates, staff at each department should manually couple related requests in Salesforce. 311 has documented guidance for departments on how to correctly couple duplicate requests. However, limited numbers of staff in each department have access to this feature. Field staff responding to complaints do not have access to technology with this functionality, and Salesforce does not provide a “duplicate” outcome option to select when responding to work orders. Therefore, each department’s staff takes a different approach to duplicates. For example,

- DSS crews either close the duplicate complaints using a work order outcome such as “already completed” or cancel one of the work orders in Salesforce.
- CDOT crews cancel requests or close the duplicate requests with an outcome such as “problem already addressed.”
- DOB inspectors and CACC staff close duplicates and mark them as “no cause.” This results in an inaccurate result displayed to the public.

Figure 6 depicts outcomes dependent on whether the system or department correctly couples duplicate requests.

Figure 6: If departments do not handle duplicate requests correctly, the public may receive inaccurate outcomes and misleading information.



Source: OIG visualization based on interviews with 311 staff, user department staff, and 311 training materials.

As a result of inconsistencies in the process, 311’s website and mobile application can be misleading—they do not always provide enough detail to understand the reason a request was closed. Additionally, departments stated that data inaccuracies can occur because of how the 311 system handles duplicates. Across OIG’s department interviews, leadership stated that a “duplicate” status or outcome would be useful as a means of providing transparency to the public.

311 staff acknowledge that departments often use “cancelled” or other outcomes instead of following the correct procedure to couple requests manually. Although 311 prefers that departments use “cancelled” only in limited circumstances, it does not have an internal resource defining Salesforce fields and dropdown menu options. 311 staff stated that they expect

departments to run their own reports in Salesforce in order to track how often they are using “cancelled” and to make sure they are doing so in a consistent manner. 311 staff only provide training on how to handle duplicates and the proper coupling process when departments identify this as a need and request training. Otherwise, 311 staff expect managers in each department to train their staff on procedures related to duplicates and coupling.

## D | Actual wait times for complaints do not align with those displayed online.

Departments set timeliness goals in Salesforce called “service level agreements” (SLA), providing the public with estimates of how long it should take the City to address service requests. However, the SLAs displayed online do not align with how long it actually takes for complaints to be addressed, nor does the City provide public status updates. Several ward offices noted that people have expressed anger about the length of time it takes the City to respond to requests. In survey responses, many community members also brought up timeliness as a cause of frustration. As described in the Background of this report, some of the most popular complaint types display SLAs as dynamic averages while others display SLAs as static estimates. 311 has not introduced dynamic average SLAs for all online service request categories.<sup>17</sup> The difference in these two different types of SLAs is not immediately clear to complainants and could lead to additional confusion. Furthermore, where provided, dynamic averages are calculated from a limited dataset on the City’s Data Portal instead of drawing directly on data from Salesforce.<sup>18</sup>

The timeliness of information about the status of a complaint is impacted by factors outside of 311 staff’s control – specifically, the user department’s processes and the various subsystems they use. Different department data entry processes and software functionality impact the accuracy of timestamps. Notably, 311 has not documented or defined expectations for how quickly departments should update Salesforce after their work is completed. There is no consistent understanding of how departments set SLAs nor is the 311 system designed to update complainants until each of the relevant departments have responded to the complaint.

## | Recommendations

1. To clarify the complaint process for complainants, 311 should,
  - a. provide the public a detailed explanation of the service request process;
  - b. work with departments responsible for fulfilling work orders related to service requests to review and update the relevant information provided on 311’s webpage and in the CHI311 mobile application;
  - c. provide easy public access to relevant knowledge articles on the initial web page where complainants enter their requests and on later web pages where complainants can view the statuses of their requests; and
  - d. explain online that repeated submission of a complaint does not elevate the issue for departments.

<sup>17</sup> As described in the background of this report, while the City describes these as “average” completion times they are actually median completion times.

<sup>18</sup> The City of Chicago’s Data Portal provides information about City data and programs. Data in the “311 Service Requests” dataset on the Portal is cleaned before it is uploaded to the portal, and therefore does not reflect all service request categories.

2. To ensure that departments provide accurate information about duplicate complaints, 311 should,
  - a. redistribute training materials addressing the correct duplicate coupling process; and
  - b. create a new “duplicate” outcome category for all work orders.
3. 311 should create and distribute guidance to departments regarding,
  - a. the correct use of the notes features in Salesforce when closing out work orders and service requests; and
  - b. the correct uses of the categories “closed,” “canceled,” and “completed.”
4. 311 should provide the public with definitions for each overall service request status (completed, closed, and canceled).
5. 311 should continue to implement technological solutions such as the mobile Field Service application to improve department’s abilities to efficiently respond to requests in the field.

## | Management Response<sup>19</sup>

1. *“Management agrees that improving how service request information is presented to the public is critical to maintaining trust and setting appropriate expectations. 311 will continue efforts to clarify the service request lifecycle, including reviewing and updating [311’s knowledge articles](#) and FAQs on the [City of Chicago 311 webpage](#) and [CHI311 webpage](#) to provide more information on the service request process. [Links provided by OEMC.]*

*“In an effort to provide constituents with helpful information, 311 will reach out to City departments to request they review and update their knowledge articles and FAQs provided on 311’s webpage and CHI311 mobile application.*

*“Enhancements to public-facing platforms will focus on making information more accessible and easier to understand, including improving the visibility of relevant knowledge articles and clarifying why repeated submissions do not expedite service.”*

2. *“Management acknowledges the need for greater consistency in how departments handle and document service request outcomes, particularly duplicate complaints. 311 provides guidance and 3-hour training sessions twice a month to departments. In an effort to address inconsistencies, 311 will reinforce existing guidance and training related to duplicate coupling.*

*“311 agrees creating a new ‘duplicate’ outcome category for all work orders would help ensure departments are providing accurate information about duplicate requests. 311 will collaborate with [the Department of Technology and Innovation (DTI)] and other relevant City departments to establish a new ‘duplicate’ outcome category for all work orders. The ability to fully implement this addition is dependent upon the time for (1) 311 to put together a working group with representatives from DTI and other relevant City departments; (2) the procurement of any necessary funding needed to meet additional costs; (3) the vendor to develop the needed customization of the software; and (4) 311 to update training resources and materials for City departments incorporating the new outcome category.”*

<sup>19</sup> See Appendix A for OEMC’s complete management response.

3. *“311 will develop guidance to support consistent use of notes, statuses, and closure categories across departments while recognizing that operational practices and field conditions vary.”*
4. *“311 will work to provide clarity around this issue in future public messaging materials.”*
5. *“Management agrees that continued investment in technology is essential to improving efficiency and transparency. 311 will continue collaborating with DTI and key City departments to advance system improvements, including expanding the use of mobile and field-based tools where feasible.”*

## Finding 2: 311's potential to improve City services and ability to provide deeper analysis is hampered by its limited staffing.

Besides call center staff, 311 has a dedicated Service Advocacy Unit comprised of two staff members. These two staff members assist more than 40 City departments with their 311 system needs. They also provide support to sister agencies and assist agencies.<sup>20</sup> Service Advocacy Unit staff perform a wide variety of work, including meeting with departments, facilitating Salesforce trainings, providing technical assistance, configuring reports, and evaluating best practices. As shown in Figure 7, 311's website provides a full description of the Unit's responsibilities.

**Figure 7: 311's website details the Service Advocacy Unit's responsibilities.**

"The Service Advocacy Unit Project Managers work closely with the Mayor's Office, the Office of Budget and Management, City Departments, Sister Agencies and Assist Agencies analyzing and evaluating the reporting system statistical data to help establish and achieve specific performance measure by engaging the following activities:

- Maintaining regular contact regarding programs, services and events along with evaluating system usage, tracking City services trends and analyzing system needs;
- Providing technical assistance and direction as needed;
- Evaluating best practices & processes, setting well-defined lists of resolutions activities and customer service goals;
- Reviewing and comparing departmental activities with planned performance to achieve set goals for City service delivery;
- Analyzing the efficiency and effectiveness of programs relative to the departments' operations, and assist with the development and/or revision of program policies, procedures and review methods;
- Identifying technical needs and facilitating training to help ensure access to the appropriate professional development programs;
- Configuring regular and special reports, including, but not limited to monthly Performance Measure reports used to effectively manage resources."

Source: 311 City Services' website.<sup>21</sup>

<sup>20</sup> Although they are separate units of government, sister agencies—such as the Chicago Park District and Chicago Public Schools—also have access to Salesforce and the 311 system. Assist agencies are third party vendors who respond to 311 service requests—such as the Salvation Army. Assist agencies likewise have access to Salesforce and the 311 system.

<sup>21</sup> City of Chicago 311 City Services, "Service Advocacy Unit," accessed February 9, 2026, [https://www.chicago.gov/city/en/depts/311/provdrs/service\\_advocacyunit.html](https://www.chicago.gov/city/en/depts/311/provdrs/service_advocacyunit.html)

## A | The Service Advocacy Unit provides 311 training and offers support to departments.

The Service Advocacy Unit fulfills many of the responsibilities listed in Figure 7. The Unit understands the range of best practices used in 311 systems across the country. The Unit also regularly engages with peer cities and attends industry conferences. A Unit staff member creates monthly summary reports from Salesforce which are emailed to department leadership by OEMC's Executive Director. Further, this staff member creates a wide range of specialized reports and dashboards upon request. The same staff member also conducts Salesforce training sessions twice a month, in addition to specialized training when requested by departments or alderpersons.

The Unit can also work closely with departments to determine how they can best implement changes to their 311 settings or provide information to the public. That collaboration, however, is dependent upon the departments. For example, when departments change program requirements and qualifications, 311 asks that departments schedule and hold a meeting with them to review their Salesforce configurations and ensure they are accurate. 311 does not always receive enough information from departments about changes that would impact their 311 service request settings and ultimately service delivery.

Service Advocacy Unit staff and leadership also described their interest in expanding 311's capabilities and pursuing opportunities to improve the technology and reporting capabilities of City departments. For example, Unit staff and leadership would like to expand the use of the Field Service app.<sup>22</sup>

## B | While the Service Advocacy Unit's description suggests an active role in City department operations, it does not provide the level of analysis required.

The Service Advocacy Unit does not fulfill the parts of its responsibilities that require deeper involvement with departmental operations supporting City services. In fact, there is no City body responsible for using 311 data to “deliver improved customer service and manage resources more efficiently” citywide, as laid out in 311's mission.<sup>23</sup> Service Advocacy Unit staff stated that many years ago the Mayor's Office held regular citywide performance meetings with departments — similar to the Chicago Police Department's CompStat — that relied on 311 data as a key metric.<sup>24</sup>

However, these meetings have not occurred in many years and 311's Service Advocacy Unit has no records of their content or process. Unit staff stated that they can offer suggestions to departments about their processes to respond to requests but cannot enforce them.

There is no City body responsible for using 311 data to “deliver improved customer service and manage resources more efficiently” citywide as described in 311's mission.

<sup>22</sup> Field Service is the Salesforce mobile application that can allow departments to do a variety of things such as dispatch crews and schedule routes.

<sup>23</sup> 311 City Services, “Mission.”

<sup>24</sup> CompStat is a managerial accountability process used by the Chicago Police Department that involves regular meetings with department leadership to review performance data of specific units, operations, or issues. CompStat presents a direct mechanism for command staff to use CPD-collected data to shape priorities and operations.

311's Service Advocacy Unit told OIG that, due to limited staff resources, they do not have regular meetings with departments to review their 311 settings, SLAs, processes, or overall service request best practices. The Unit instead relies on departments to inform them of any new programs, training needs, technology needs, or other necessary adjustments to their Salesforce configurations. City departments vary widely in their response and data entry processes, depending on their operational needs and the technological tools available to them. Therefore, the Unit may be unaware of important issues experienced by departments and ward staff. For example, in interviews with OIG, departments and alderpersons raised concerns about duplicates, geocoding, inaccurate SLAs, insufficient information provided to complainants, and reporting functionality. Additionally, various ward and departmental staff stated they were unaware of the Unit's Salesforce trainings and that they learned the system on their own.

The Service Advocacy Unit does not "analyze the efficiency and effectiveness of programs relative to city departments' operations." Although the monthly reports sent to departments are meant to inform their understanding of their 311 response times, the report contents have not been revised in many years. 311 staff do not control or monitor what departments do with the data. Instead, 311 expects departments to create their own additional reports to find trends in their operations (such as the use of "cancelled"). 311 also expects departments to use dashboards and advanced reporting features. However, departments use reports inconsistently, depending on their comfort level with Salesforce and belief in the report's relevance.

The Service Advocacy Unit does not "assist with the development and/or revision of program policies, procedures, and review methods." 311 has not provided departments with best practice guidance, standard Salesforce status field definitions, or SLA guidance. Without documented policies from 311 staff, City departments use and interpret the 311 system differently than how the Service Advocacy Unit prefers. For example, 311 prefers that departments not use the "cancelled" status, but departments still use "cancelled" and interpret this status differently. Departments also approach SLAs differently than how the Service Advocacy Unit prefers. 311 prefers that SLAs reflect the entire time necessary, from start to finish, inclusive of all work orders, to close each request in its entirety. DSS and DOB leadership stated that they select SLAs based on this criteria, while CDOT and DWM choose SLAs at the work order level.

## | Recommendations

6. Rather than waiting for departments to initiate meetings, the Service Advocacy Unit should schedule regular meetings with departments to review their 311 settings, SLAs, processes, and/or overall service request best practices.
7. The Service Advocacy Unit should develop policies and procedures to ensure departments are continuously aware of the training resources available in Salesforce, and the different ways departments can communicate their training requests, technology needs, or other necessary adjustments to their Salesforce configurations.
8. 311 should conduct a staffing analysis and work with relevant City departments to ensure it is resourced appropriately to fulfill its,
  - a. mission to "deliver improved customer service and manage resources more efficiently" citywide; and
  - b. core functions, including analyzing the efficiency and effectiveness of programs relative to the departments' operations, and assisting with the development and/or revision of program policies, procedures, and review methods.

## | Management Response

6. *“The Service Advocacy Unit at 311 has not existed for several years.<sup>25</sup> In the early years of 311, there were several Project Managers devoted to this Unit. These titles no longer exist within OEMC. 311 will review 311’s webpages and CHI311 mobile application to ensure they accurately reflect the current structure of 311. Regardless, 311 currently sends monthly emails to departments notifying them of open service requests and provides training twice a month to departments. Management agrees that more structured and consistent engagement with departments would be beneficial and will continue to explore opportunities, within existing resources, to improve communication regarding system settings, service level agreements (SLAs), and best practices. In light of OIG’s report, 311 will reach out to departments with the most requested city services to schedule check-in meetings to address any 311 system needs they may have.”*
7. *“Management recognizes the importance of a centralized service advocacy function in supporting departments and maximizing the value of 311 data. However, as previously stated, the Service Advocacy Unit is no longer in existence. The responsibilities historically associated with that function have been absorbed into existing operational roles with limited capacity. Moreover, 311’s current operating budget and structure does not support the staff necessary to fulfill the unit’s responsibilities. 311 will remove the Service Advocacy Unit web page to better reflect 311’s current capabilities and scope of authority.*

*“In an effort to ensure departments are aware of resources, training, and support available, 311 will continue to meet with departments and explore opportunities, within existing resources, to improve communication with departments.”*

8. *“Management acknowledges the recommendation to assess staffing and resources. Any evaluation of staffing levels and organizational capacity will be conducted in coordination with appropriate City stakeholders and within existing budgetary and operational considerations, with the goal of ensuring 311 can effectively support its mission. OEMC will coordinate any findings pertaining to a need for more staffing with [the Office of Budget and Management] as part of our annual budget review.*

*“Management would like to clarify that 311 will continue to **assist City departments** with ‘deliver[ing] improved customer service and manag[ing] resources more efficiently’ as stated in 311’s mission. [Emphasis OEMC’s.] However, recommendation 8b. refers to a function of the Service Advocacy Unit that is no longer in existence as previously stated. 311 will update 311’s online content to ensure it reflects the current structure and capabilities of 311.*

<sup>25</sup> OIG’s objectives were informed by 311’s Service Advocacy Unit activities as described on its website, and discussed in the entrance conference and throughout the audit. Furthermore, OIG interviewed staff and management who explicitly stated they were members of the Service Advocacy Unit. As of the date of the report issuance, the Service Advocacy Unit website was still publicly available. City of Chicago 311 City Services, “Service Advocacy Unit,” accessed February 11, 2026, [https://www.chicago.gov/city/en/depts/311/provdrs/service\\_advocacyunit.html](https://www.chicago.gov/city/en/depts/311/provdrs/service_advocacyunit.html).

*“Meanwhile, 311 will reach out to the Mayor’s Office and other key City stakeholders for support needed to implement OIG’s recommendations.”*

## V | Conclusion

311 is the City's primary mechanism for Chicagoans to request City services and access information about City programs, services, and events. As a technological tool for public communication, it is imperative that the 311 system is simple to use, accessible, transparent, and responsive to the needs and experiences of Chicagoans. OIG found that service request information provided on 311's public facing platforms contributes to public confusion and distrust of City service delivery. 311 staff are aware of the importance of high-quality information relevant to its mission and are taking to steps to improve both public-facing and internal aspects of the 311 system. However, public confusion persists about the service request response process, status, and outcomes. In addition, OIG found 311's potential impact and ability to provide deeper analysis of City operations is limited by its resourcing and administrative support role. The two staff in the Service Advocacy Unit serve more than 40 City departments, in addition to sister agencies and third-party vendors, and the Service Advocacy Unit does not fulfill the elements of its responsibilities that require deeper involvement with departmental operations.



| OIG Recommendation   | Agree/<br>Disagree | Department's Proposed Action   | Implementation<br>Target Date   | Party<br>Responsible       |
|--|--------------------|--|---|----------------------------|
| enter their requests and on later web pages where complainants can view the statuses of their requests; and<br>d. explain online that repeated submission of a complaint does not elevate the issue for departments.   |                    | Enhancements to public-facing platforms will focus on making information more accessible and easier to understand, including improving the visibility of relevant knowledge articles and clarifying why repeated submissions do not expedite service.  |   |                            |
| 2. To ensure that departments provide accurate information about duplicate complaints, 311 should,<br>a. redistribute training materials addressing the correct duplicate coupling process; and<br>b. create a new "duplicate" outcome category for all work orders. | A                  | Management acknowledges the need for greater consistency in how departments handle and document service request outcomes, particularly duplicate complaints. 311 provides guidance and 3-hour training sessions twice a month to departments. In an effort to address inconsistencies, 311 will reinforce existing guidance and training related to duplicate coupling.<br><br>311 agrees creating a new "duplicate" outcome category for all work orders would help ensure departments are providing accurate information about duplicate requests. 311 will collaborate with DTI and other relevant City departments to establish a new "duplicate" outcome category for all work orders. The ability to fully implement this addition is dependent upon the time for (1) 311 to put together a working group with representatives from DTI and other relevant City departments; (2) the procurement of any necessary funding needed to meet additional costs; (3) the vendor to develop the needed customization of the software; and (4) 311 to update training resources and materials for City departments incorporating the new outcome category. | First quarter of 2028 – full implementation dependent on collaboration from DTI and key City departments. | 311, DTI, City Departments |

| OIG Recommendation   | Agree/Disagree | Department's Proposed Action  | Implementation Target Date  | Party Responsible          |
|--|----------------|---|---|----------------------------|
| 3. 311 should create and distribute guidance to departments regarding, <ul style="list-style-type: none"> <li>a. the correct use of the notes features in Salesforce when closing out work orders and service requests; and</li> <li>b. the correct uses of the categories "closed," "canceled," and "completed."</li> </ul> | A              | 311 will develop guidance to support consistent use of notes, statuses, and closure categories across departments while recognizing that operational practices and field conditions vary.   | December 2027 – full implementation dependent on collaboration from City departments. | 311, City departments      |
| 4. 311 should provide the public with definitions for each overall service request status (completed, closed, and canceled).   | A              | 311 will work to provide clarity around this issue in future public messaging materials.  | December 2027 – full implementation dependent on collaboration from City departments  | 311, City depts            |
| 5. 311 should continue to implement technological solutions such as the mobile Field Service application to improve department's abilities to efficiently respond to requests in the field.  | A              | Management agrees that continued investment in technology is essential to improving efficiency and transparency. 311 will continue collaborating with DTI and key City departments to advance system improvements, including expanding the use of mobile and field-based tools where feasible.  | Dependent upon collaboration from DTI and other City departments.                     | 311, DTI, City Departments |
| 6. Rather than waiting for departments to initiate meetings, the Service Advocacy Unit should schedule regular meetings with departments to review their 311 settings, SLAs, processes, and/or overall service request best practices.   | A              | The Service Advocacy Unit at 311 has not existed for several years. In the early years of 311, there were several Project Managers devoted to this Unit. These titles no longer exist within OEMC. 311 will review 311's webpages and CH311 mobile application to ensure they accurately reflect the current structure of 311. Regardless, 311 currently sends monthly emails to departments notifying them of open service | December 2027 – full implementation dependent on collaboration from City departments  | 311, City depts            |

| OIG Recommendation   | Agree/<br>Disagree | Department's Proposed Action  | Implementation<br>Target Date   | Party<br>Responsible  |
|--|--------------------|---|---|-----------------------|
|  |                    | requests and provides training twice a month to departments. Management agrees that more structured and consistent engagement with departments would be beneficial and will continue to explore opportunities, within existing resources, to improve communication regarding system settings, service level agreements (SLAs), and best practices. In light of OIG's report, 311 will reach out to departments with the most requested city services to schedule check-in meetings to address any 311 system needs they may have.   |   |                       |
| 7. The Service Advocacy Unit should develop policies and procedures to ensure departments are continuously aware of the training resources available in Salesforce, and the different ways departments can communicate their training requests, technology needs, or other necessary adjustments to their Salesforce configurations. | A                  | <p>Management recognizes the importance of a centralized service advocacy function in supporting departments and maximizing the value of 311 data. However, as previously stated, the Service Advocacy Unit is no longer in existence. The responsibilities historically associated with that function have been absorbed into existing operational roles with limited capacity. Moreover, 311's current operating budget and structure does not support the staff necessary to fulfill the unit's responsibilities. 311 will remove the Service Advocacy Unit web page to better reflect 311's current capabilities and scope of authority.</p> <p>In an effort to ensure departments are aware of resources, training, and support available, 311 will continue to meet with departments and explore opportunities, within existing resources, to improve communication with departments.</p> | December 2027 – full implementation on dependent on collaboration from City departments | 311, City Departments |

| OIG Recommendation   | Agree/<br>Disagree | Department's Proposed Action   | Implementation<br>Target Date                          | Party<br>Responsible |
|--|--------------------|--|--|----------------------|
| 8. 311 should conduct a staffing analysis and work with relevant City departments to ensure it is resourced appropriately to fulfill its,<br>a. mission to "deliver improved customer service and manage resources more efficiently" citywide; and<br>b. core functions, including analyzing the efficiency and effectiveness of programs relative to the departments' operations, and assisting with the development and/or revision of program policies, procedures, and review methods. | A                  | <p>Management acknowledges the recommendation to assess staffing and resources. Any evaluation of staffing levels and organizational capacity will be conducted in coordination with appropriate City stakeholders and within existing budgetary and operational considerations, with the goal of ensuring 311 can effectively support its mission. OEMC will coordinate any findings pertaining to a need for more staffing with OBM as part of our annual budget review.</p> <p>Management would like to clarify that 311 will continue to <b>assist City departments</b> with "deliver[ing] improved customer service and manag[ing] resources more efficiently" as stated in 311's mission. However, recommendation 8b. refers to a function of the Service Advocacy Unit that is no longer in existence as previously stated. 311 will update 311's online content to ensure it reflects the current structure and capabilities of 311.</p> <p>Meanwhile, 311 will reach out to the Mayor's Office and other key City stakeholders for support needed to implement OIG's recommendations.</p> | Q3 2026 (as part of OEMC's annual budget review cycle) | OEMC, OBM            |



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