

# Memorandum



CITY OF DALLAS

DATE June 28, 2024

TO Honorable Mayor and Members of the City Council

SUBJECT **Organizational Realignment: 311 Customer Service and Communications, Outreach, and Marketing**

As a component of my 100-Day transition plan, I made the commitment to create an environment where we would actively listen, and foster a culture of open dialog, to build trust and empower all stakeholders to contribute to our city's success.

I am pleased to announce that we are making strides towards that goal with the consolidation of 311 Customer Service and Communications, Outreach, and Marketing to form the *Office of Communications and Customer Experience*, to be led by Daisy Fast, who has served in various leadership positions within the City for seventeen years.

This consolidation will not result in immediate budget impacts. However, beginning in FY24-25, **savings are anticipated to exceed \$800,000.**

## **Reimagined Services and Staffing Alignment**

This Office will implement new opportunities to evolve 311 call functions, and reimagine the City's communications function, to create more proactiveness, and efficiency and streamline customer experience, and equitable engagement.

The consolidated team will design and implement a unified, cohesive customer-centric and equitable citywide communications and engagement strategy that encompasses all City channels and departments, including marketing and crisis communications response. They will also develop benchmarks for measuring the effectiveness of overall communications and customer experience, at every level, serve as the central hub for language access, translation services, citywide media spokesperson functions, and engagement with multimedia, and multicultural media outlets.

This Office will be positioned to push out up-to-date clear and concise information, better address customer inquiries and concerns, cross-train 311 call agents to better assist residents, and leverage technology to drive our residents to the 311 mobile application, and other City channels.

The following chart provides a summary of the divisions that will make up the new operational functions of the Office:

311	Marketing	Communications	
		External	Internal
Call Center	Website	Media Engagement	Multimedia Center
Training and QA	News Hub	Strategic Messaging	Video Production
System Configuration	Social Media	Crisis Management	Internal Communications Coordination
Call Taker Staffing and Productivity	Graphics Design and Production	Media Spokesperson(s)	Multi-Level Internal Engagement
311 App	Video Content	Citywide Initiative Educational Campaigns	Communications Training
Community Engagement and Outreach	Language Access / Translation Services	Stakeholder Communications	Cross-Department communication

### Path Forward

Over the coming weeks, the Office will transform its organizational structure and core functions for each team to reflect our goals. We will keep the City Council abreast of rebranding activities and deliverables from this consolidation.

Should you have any questions or need additional information, please reach out to me or Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I) Elizabeth Saab at 214-670-4549 or [Elizabeth.Saab@Dallas.gov](mailto:Elizabeth.Saab@Dallas.gov).

Service First, Now!



Kimberly Bizzor Tolbert  
City Manager (I)

c: Tammy Palomino, City Attorney  
Mark Swann, City Auditor  
Billieae Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Dominique Artis, Chief of Public Safety (I)  
Majed A. Al-Ghafry, Assistant City Manager  
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager

Alina Ciocan, Assistant City Manager  
Donzell Gipson, Assistant City Manager (I)  
Robin Bentley, Assistant City Manager (I)  
Jack Ireland, Chief Financial Officer  
Elizabeth Saab, Chief of Strategy, Engagement, and Alignment (I)  
Directors and Assistant Directors