Department of Permitting Services:
Headline Measure and MC311 Data Review

27 November 2012

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Department of Permitting Services

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

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Agenda

- **Welcome and Introductions**

- **Review of Headline Measure Performance**

- **Update on MC311 DPS Call Intake**

- **Results of Secret Shopper Audit**

- **Wrap Up and Follow Up Items**

Tracking Our Progress

- **Meeting Goals:**

  - Determine the impact of DPS programs and activities on headline measures and establish new performance expectations and goals

  - Review ongoing departmental interactions with MC311 and future changes for improvement.

- **How will we measure success**

  - Updated performance plan is finalized and published to the web

  - Ongoing monitoring of performance through Montgomery County Performance Dashboard

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Overview of FY12 DPS Headline Measure Performance (1 of 2)

	Headline Performance Measure	2011 Results	2012 Results	Performance Change
1.a.)	Percent of building permits issued that received a final inspection: Commercial permits	41.27%	20.30%	⬇
1.b.)	Percent of building permits issued that received a final inspection: Commercial permits through the Department of Permitting Services' Fast Track process	65.06%	44.77%	⬇
1.c.)	Percent of building permits issued that received a final inspection: Residential permits	53.04%	40.97%	⬇
1.d.)	Percent of building permits issued that received a final inspection: Residential new construction single-family permits	48.89%	28.81%	⬇
2.a.)	Insurance Services Office / Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes themselves and performance in enforcing them: Commercial structural, score within a range of 1 to 10 (1=best)	4	N/A	⚠
2.b.)	Insurance Services Office/Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes and performance in enforcing them: One- and two-family dwellings, score range of 1 to 10 (1=best)	4	N/A	⚠
3.a.)	Average number of days it took to issue a permit - New construction: Commercial permits	156.44	160.54	⬇
3.b.)	Average number of days it took to issue a permit - New construction: Residential permits	99.97	88.25	⬆

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Headline Performance Measure		2011 Results	2012 Results	Performance Change
4.a.)	Average number of days it took to issue a permit - Additions: Residential permits	21	16.02	⬆
4.b.)	Average number of days it took to issue a permit - Additions: Commercial permits	85.43	60.95	⬆
5.a.)	Median number of minutes it took to issue a permit - Permits for commercial alterations obtained using the Department of Permitting Services' Fast Track process	128	146.5	⬇
5.b.)	Median number of minutes it took to issue a permit - Residential permits using the Department of Permitting Services' Fast Track process	55	58	⬇
6.a.)	Response time on complaint investigations - Average number of days from the complaint being filed to final resolution of the complaint	7.79	7.31	⬌
6.b.)	Response time on complaint investigations - Average number of days from the complaint being filed to first contact between a Permitting inspector and the customer	3.95	5.01	⬇
7.)	Percent of complaints that are resolved on the first inspection	75.59%	69.18%	⬇

Headline Measure #1a/b Percent Of Building Permits Issued That Received A Final Inspection -Commercial
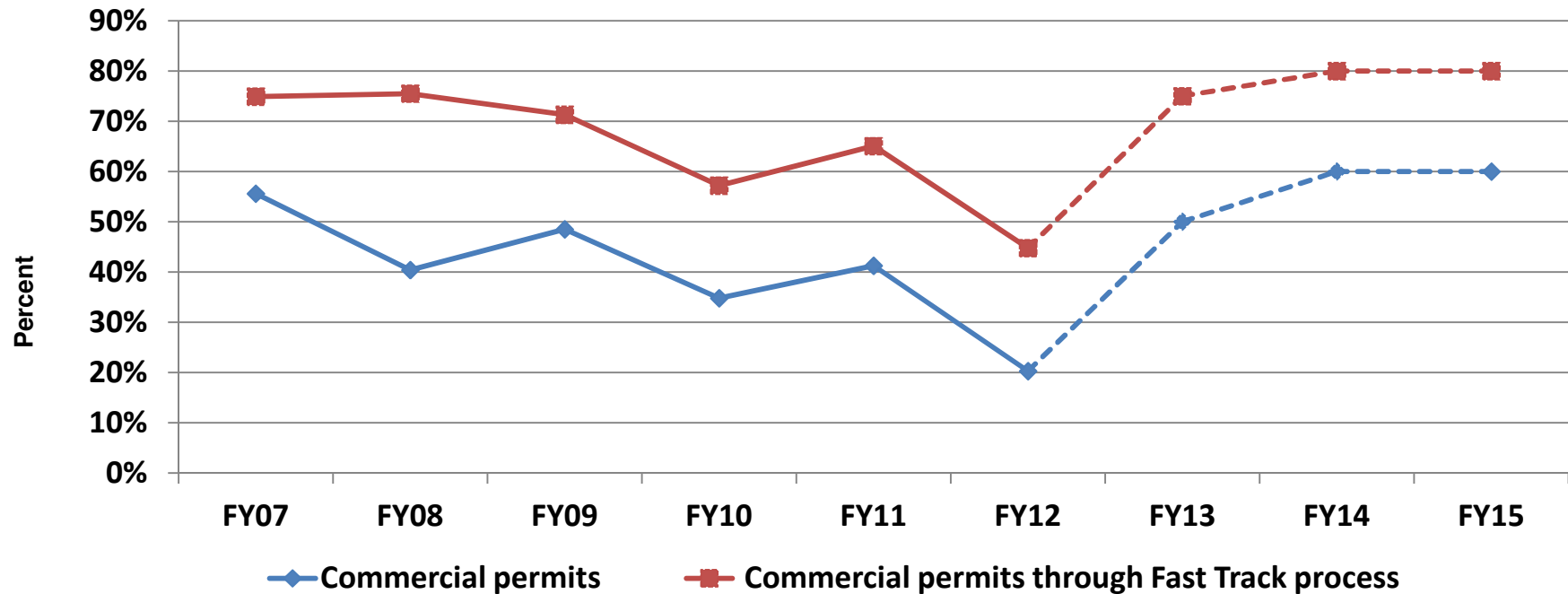
	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Projection	FY14 Projection	FY15 Projection
Commercial Permits	55.60%	40.40%	48.50%	34.80%	41.27%	20.30%	50.00%	60.00%	60.00%
Commercial Fast Track	74.90%	75.50%	71.30%	57.20%	65.06%	44.77%	75.00%	80.00%	80.00%

Headline Measure #1c/d Percent Of Building Permits Issued That Received A Final Inspection - Residential
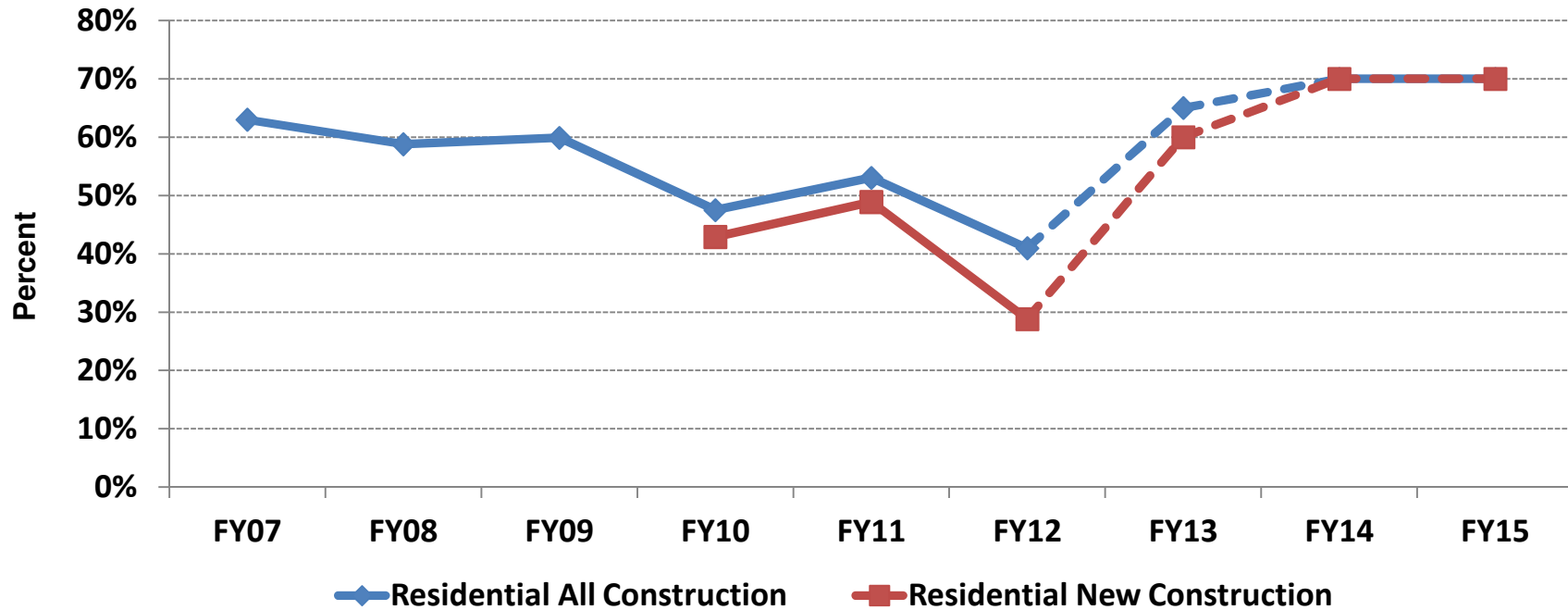
	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Projection	FY14 Projection	FY15 Projection
Residential All	63.00%	58.80%	59.90%	47.50%	53.04%	40.97%	65.00%	70.00%	70.00%
Residential New				42.90%	48.89%	28.81%	60.00%	70.00%	70.00%

Performance Improvement Plan: Final Inspection

- Develop a plan for garnering the County a 3 or better Building Code rating for both residential and commercial categories when the assessment period occurs in 2015.

- Continue to use the MDE criteria to independently measure DPS performance.

- Further develop a systematic technical training program.

- Develop and launch electronic permit applications for certain permits and licenses.

- Develop an IT strategy for electronic plans, filing review and processing.

- Improve on-line search capabilities for certain areas of information requests.

- Realign positions for better work flow and processing.

- Work more closely with active jobs to ensure that the general contractor is making timely requests to DPS for inspections.

- DPS will continue to explore with MNCPPC and WSSC areas where inspections can be performed by a single agency.

- DPS will continue to explore delegation of the State Street Tree Permit Program.

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Headline Measure #2a/b: Insurance Services Office/Building Code Effectiveness Grading Schedule Score Which Measures The Quality Of The County's Building Codes And Performance In Enforcement

Note: ISO evaluation is only conducted every 5 years. Most recent score (4) is from FY10.

The ISO score range of 1 to 10 (1=best)

	FY05	FY10	FY15 Projection
Commercial structural	4	4	NA
One- and two-family dwelling	5	4	NA

Headline Measure #3a/b: Average Number Of Days It Took To Issue A Permit – New Construction
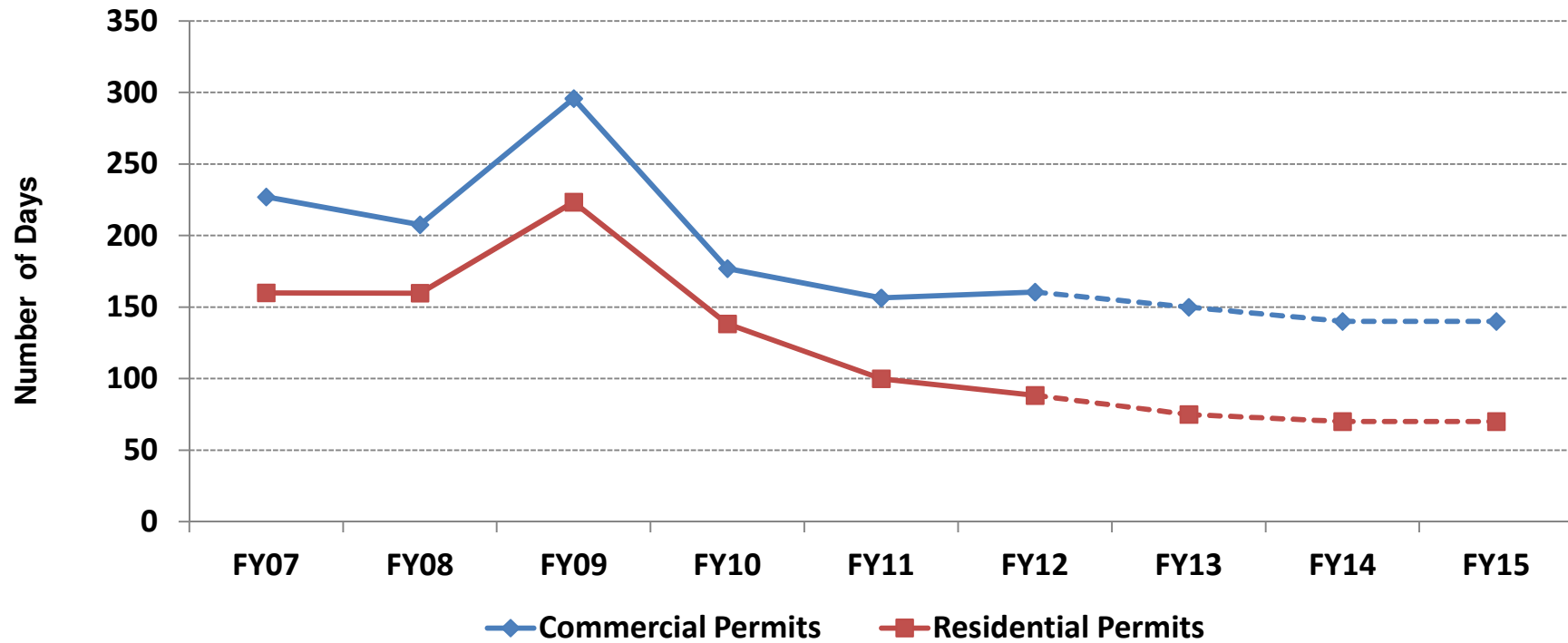
	FY07	**FY08**	**FY09**	**FY10**	**FY11**	**FY12**	**FY13 Projection**	**FY14 Projection**	**FY15 Projection**
Commercial	227.00	207.60	295.80	177.00	156.44	160.54	150.00	140.00	140.00
Residential	160	159.80	223.40	138.30	99.97	88.28	75.00	70.00	70.00

Headline Measure #4a/b: Average Number Of Days It Took To Issue A Permit - Additions
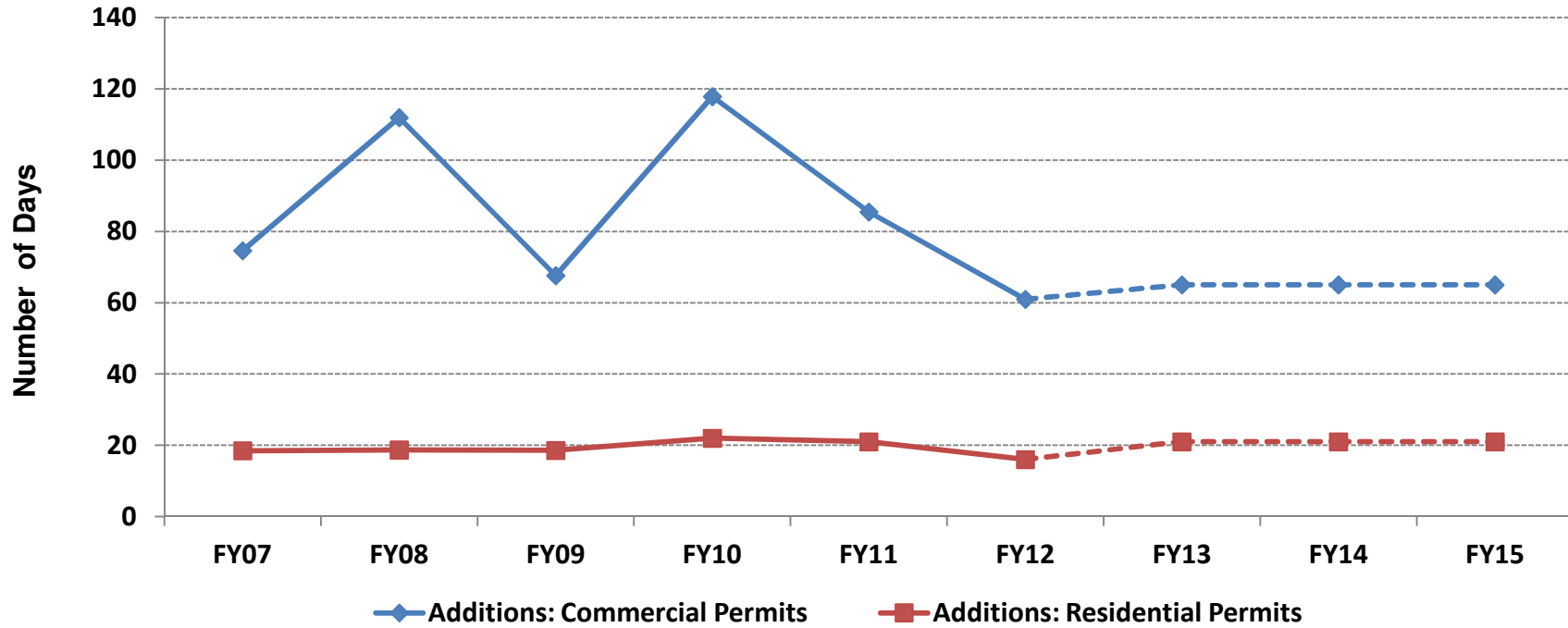
	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Projection	FY14 Projection	FY15 Projection
Commercial	74.6	111.90	67.60	117.80	85.43	60.95	65.00	65.00	65.00
Residential	18.5	18.70	18.60	22.00	21.00	16.02	21.00	21.00	21.00

Headline Measure #5a/b: Median Number Of Minutes It Took To Issue A Permit - Obtained Using The Department Of Permitting Services' Fast Track Process
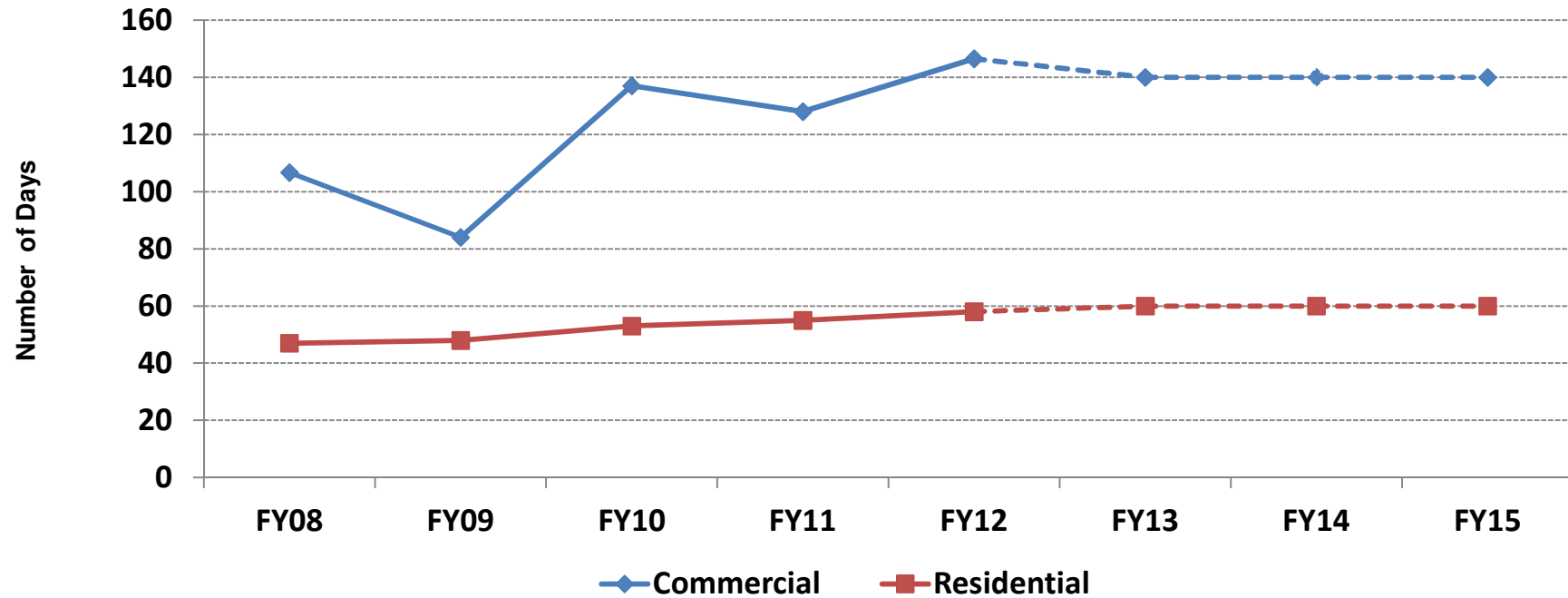
	FY08	FY09	FY10	FY11	FY12	FY13 Projection	FY14 Projection	FY15 Projection
Commercial	106.70	84.00	137.00	128.00	146.50	140.00	140.00	140.00
Residential	47.00	48.00	53.00	55.00	58.00	60.00	60.00	60.00

Performance Improvement Plan: Time to Issue Permits

- The new version of the Hansen Permitting Information System was launched in May, 2012.   This upgrade will allow for improved business processes including electronic payments.

- Streamlining the entitlement process through a variety of measures including, but not limited to:
  - a. Developing a system for the electronic filing, review and storage of development plans;
  - b. Working with sister agencies, and public and private sector customers to identify areas of duplication, redundancy, and points for greater efficiencies through collaborative reviews and inspections of development projects;
  - c. Enhancing our case management program to help effectively and efficiently implement the County's signature master plan areas like White Flint, the Great Seneca Sciences Corridor, Shady Grove, Germantown, etc. while contributing to the County's economic vitality and protecting communities.

- Fill vacancies to effectively manage work expected due to burgeoning workload and add staff to handle additional responsibilities imposed by Codes and State and County law changes. This will also allow for knowledge transfer and succession planning.

- Improve plans tracking for greater accountability.

- Work with MC311 for improved Tier II handling at MC311 and reduced reliance on DPS call center.

- Improve public accessibility to certain data to reduce information requests.

Headline Measure #6a: Response Time On Complaint Investigations - Average Number Of Days From The Complaint Being Filed To Final Resolution
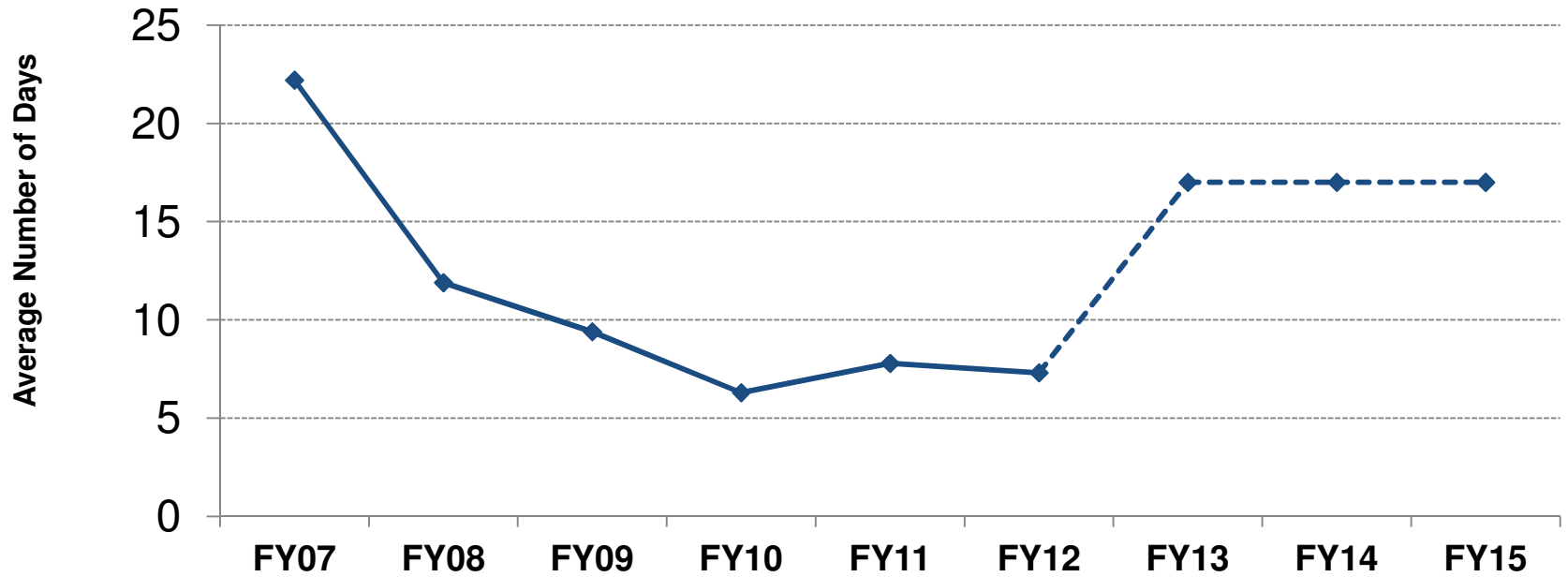
	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Projection	FY14 Projection	FY15 Projection
Average Days	22.2	11.9	9.4	6.3	7.79	7.31	17.00	17.00	17.00

Headline Measure #6b: Response Time On Complaint Investigations - Average Number Of Days From The Complaint Being Filed To First Contact
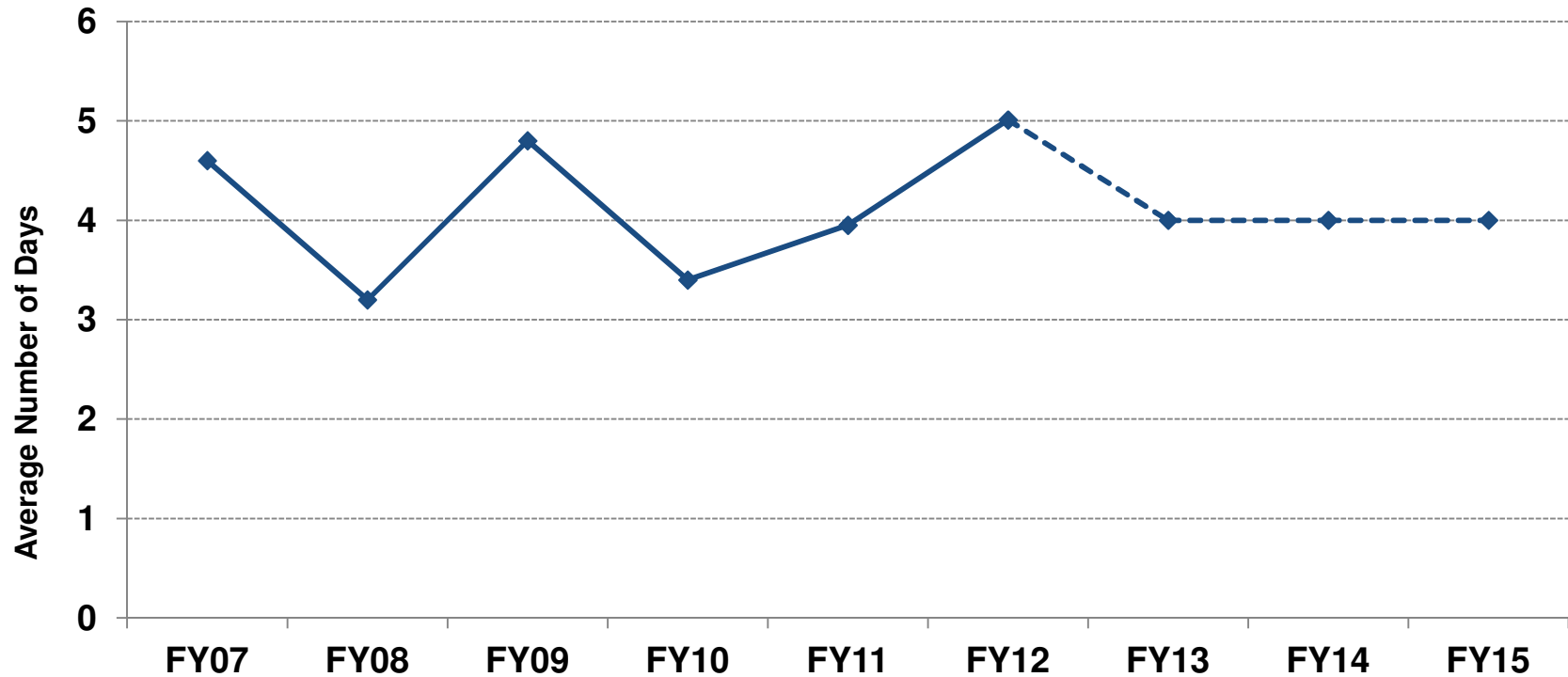
	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Projection	FY14 Projection	FY15 Projection
Average Days	4.6	3.2	4.8	3.4	3.95	5.01	4.00	4.00	4.00

Headline Measure #7 Percent Of Complaints That Are Resolved On The First Inspection
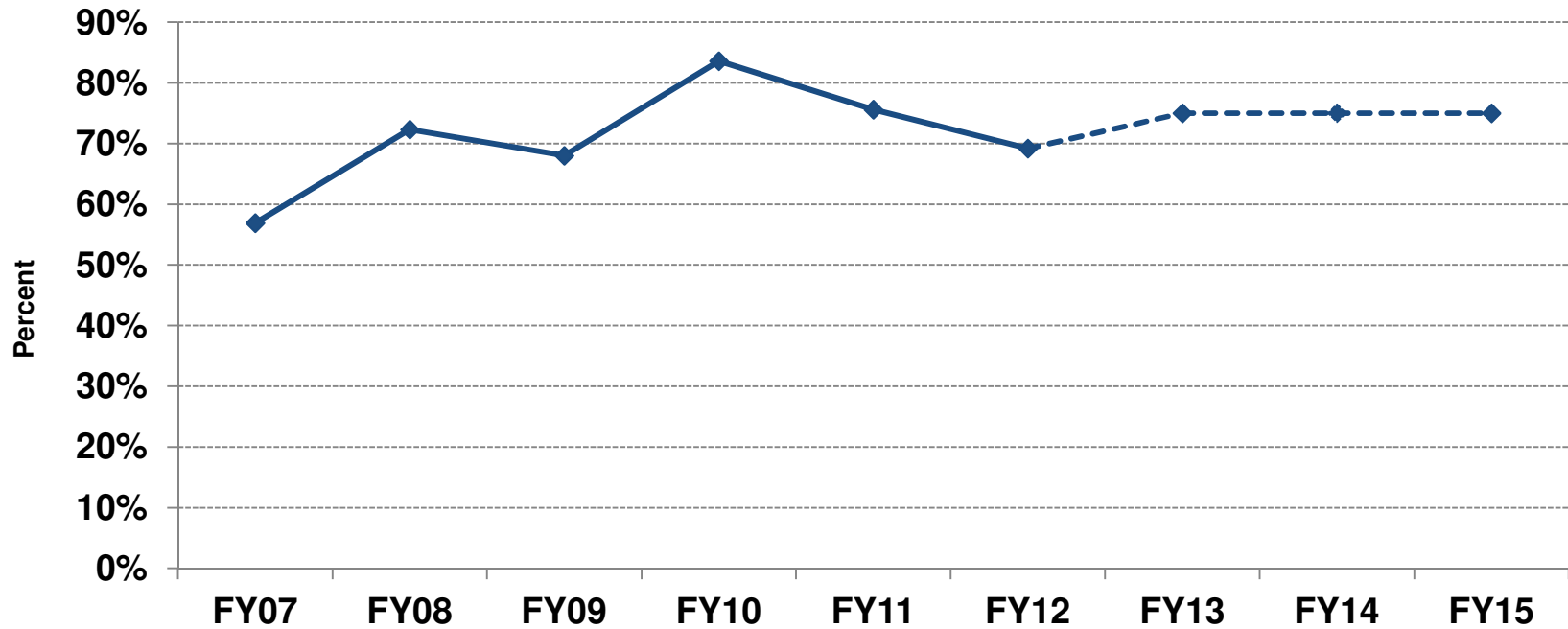
	FY07	FY08	FY09	FY10	FY11	FY12	FY13 Projection	FY14 Projection	FY15 Projection
Percent	56.90%	72.30%	68.00%	83.60%	75.59%	69.18%	75.00%	75.00%	75.00%

Performance Improvement Plan: Compliant Investigations

- Continue to act on customer feedback data.

- Dedicate resources in the Customer Services Division to execute outreach activities, public education, and survey analysis.

- Consider adding a link to Twitter on the DPS web site to engage a new segment of customers and to keep them up to date with immediate information

- Adopt new building codes to include increased options for green building and technology

- Identify areas in the Montgomery County Code that may need revision to more effectively protect communities from unreasonable nuisance intrusions

- Combine sections for better staffing to address community standards and enforcement. Evaluate staffing complement to determine if additional staffing is required.

- Develop more rigorous training of inspectors case development and work with County Attorney's Office and the Judges to develop better understanding and sensitivity to the County's zoning and environmental laws.

- Complete memorandum with DHCA for enforcement coordination

- Review Siebel service requests clusters by zip code and determine if resources need to be redistributed.

- Develop a Quality Assurance program to improve plans review, case development and Hansen input.

- Work with MC311 and DTS to develop program that can link Hansen and Siebel Service Requests so that inspectors enter into one system.

- Implement Streamlining recommendations

Future: DPS Call Center Transition to MC311:

Future Process

- DPS will train 6 MC311 Customer Service Reps and 3 MC311 Managers on Tier 2 responsibilities

- Targeted: Training Start Date: 1/2/2013

- Targeted: MC311 Tier 2 Implementation: 3/4/2013

- Targeted: DPS call center will end 3/1/2013
  - DPS call center staff will return to existing responsibilities (permit intake/issuance, providing customer information, responding to Siebel requests)

Future Call Center Structure

7-6210 IVR	311
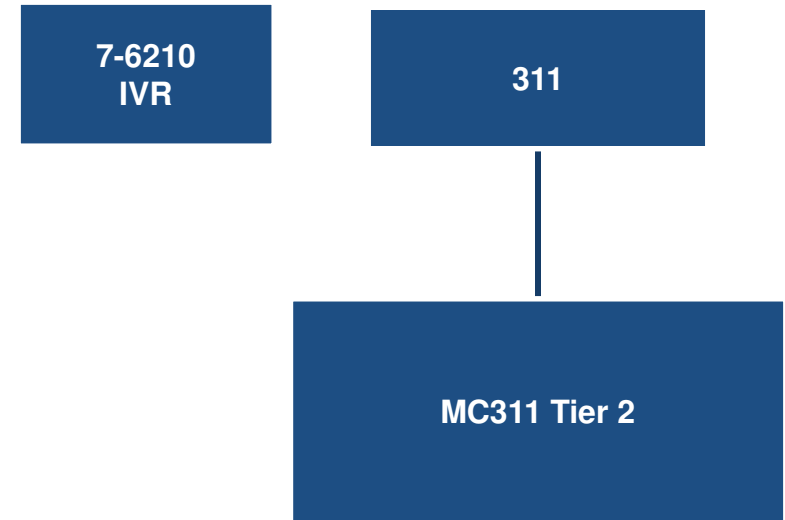
MC311 Tier 2

Future: DPS Call Center Transition to MC311:

Tier Two Capabilities/Training Goals

- Have a better understanding of DPS building construction and land development permit processes
- Have a better understanding of jargon/technical terms used by DPS and customers
- Be proficient in navigating the Hansen 8 permit system
- Be able to answer general permit processing questions
- Be better able to discern nature of customer inquiry and to ask pointed questions to gather necessary information
- Be able to direct customers with better accuracy to appropriate DPS division and know when inquiry is not a DPS concern
- Schedule, cancel, add, edit inspections in Hansen 8
- Be able to "troubleshoot" inspection scheduling problems and know when they can resolve or DPS must resolve
- Have a better understanding of DPS website and how to navigate; able to better help customers navigate it
- Have a better understanding of the fee process
- Be able to provide permit status

MC311 Call Transfers to DPS
CY12 Monthly Call Center Volume: Calls Transferred to DPS
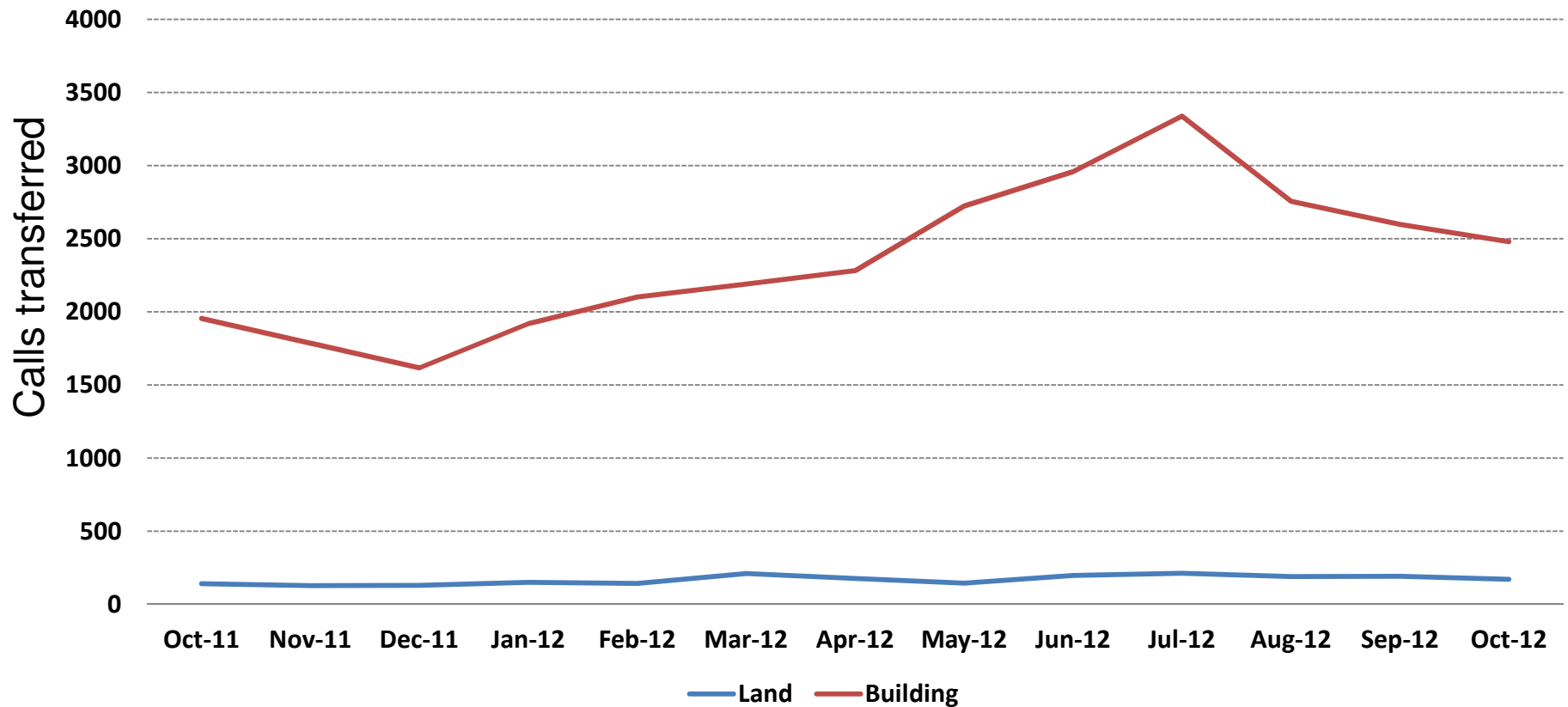
The Building Construction call center has higher volume, while Land calls are relatively consistent.

MC311 Call Transfers to DPS
Customer Wait Time

Customer Wait Times

Legend: Land 10 Seconds — Building 10 Seconds — Land Over 60 Seconds (dashed) — Building Over 60 Seconds (dashed)
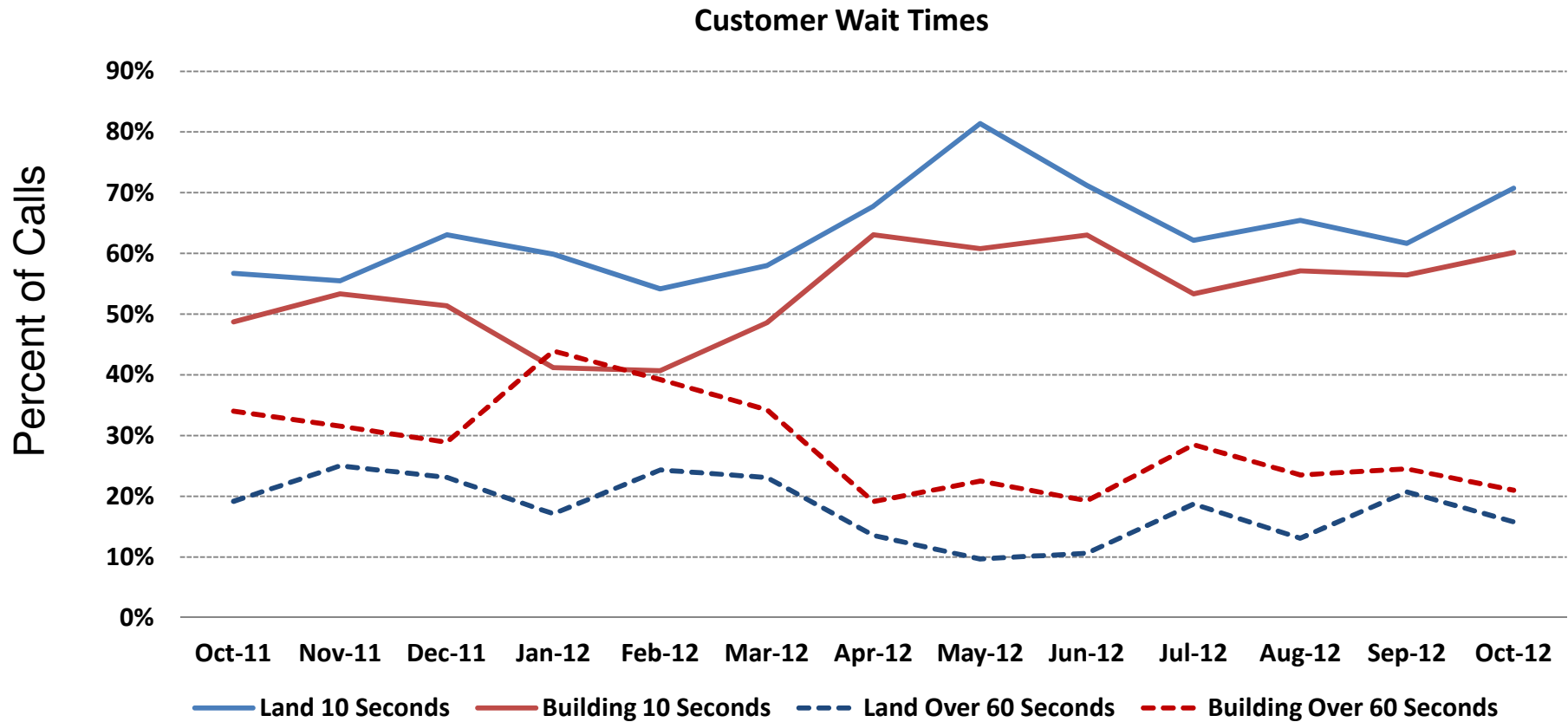
Since February of 2012 it appears that overall wait time did decrease. Though Building calls appear to take longer than Land calls to answer.

MC311 Call Transfers to DPS
Customer Abandonment Rate: % of Calls Abandoned

DPS Co-Location of Permit Techs

Legend: - - - % Aban calls Land   - - - % Aban calls Building
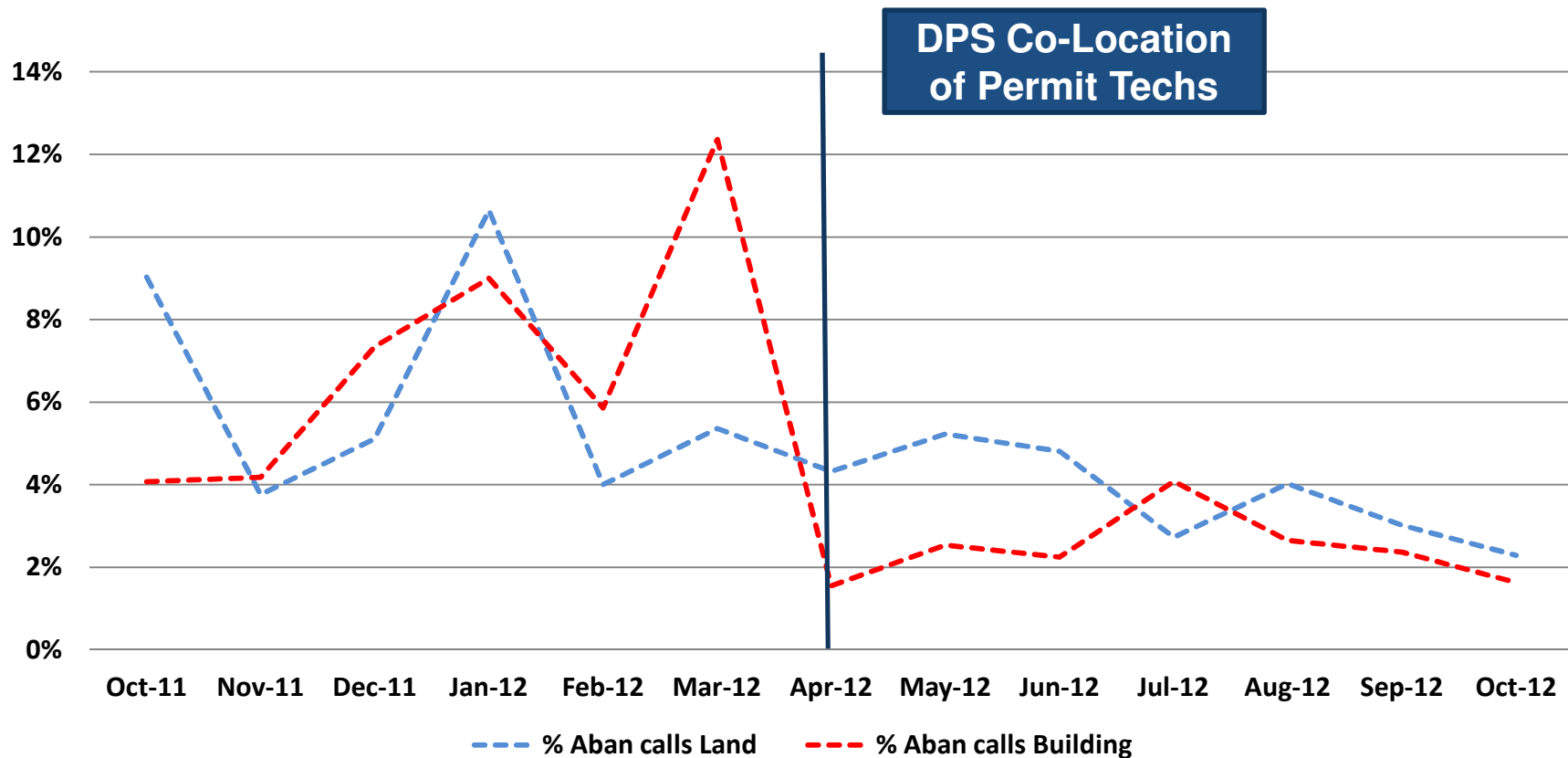
In April of 2012, DPS co-located their call taking permit techs, resulting in a dramatic improvement in abandoned building-related calls

DPS Top 10 General Information Solution Areas 2010-2011

Solution Area	Total CRs	Monthly Average Percent	Monthly Average (13 Months)
Name and telephone number of DPS building inspector	5,457	19%	420
Schedule DPS Building Construction Related Permitting Inspections	4,896	17%	377
Department of Permitting Services location and hours of operation	2,023	7%	156
Building and Construction Services	1,949	7%	150
Contacting a Zoning Specialist	1,265	4%	97
File Complaint with Department of Permitting Services (DPS)	855	3%	66
Information on the building codes applicable to a specific project	842	3%	65
Request for building inspection specific time	590	2%	45
Status of Sediment Control permit and Right of Way Permit	492	2%	41
Cancel a scheduled DPS Building Construction Related Permit Inspection	385	1%	30

DPS Top 10 General Information Solution Areas 2011-2012

Solution Area	Total CRs	Monthly Average Percent	Monthly Average
Schedule DPS Building Construction Related Permitting Inspections	9651	41%	804
Name and telephone number of DPS building inspector	6227	27%	519
Department of Permitting Services location and hours of operation	3269	14%	272
Cancel a scheduled DPS Building Construction Related Permit Inspection	766	3%	64
File Complaint with Department of Permitting Services (DPS)	709	3%	59
Information on the building codes applicable to a specific project	649	3%	54
Department of Permitting Services Inspection Status	574	2%	48
Permit, Plan Review or Inspection Status; Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	530	2%	44
Scheduling an inspection after application for an electrical permit	494	2%	41
Obtaining Public Records from Department of Permitting Services	360	2%	30

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DPS Top 10 Referral Solution Areas 2010-2011

Solution Area	Total CRs	Monthly Pct Average	Monthly Average (13 Months)
Contacting a Zoning Specialist	3,878	20%	298
Information on the building codes applicable to a specific project	3,234	17%	249
Building and Construction Services	1,869	10%	144
Schedule DPS Building Construction Related Permitting Inspections	1,551	8%	119
Commercial projects requiring a Use and Occupancy (U&O) Certificate	704	4%	54
Zoning Setbacks	442	2%	34
Building Permit for Fences	350	2%	27
Status of Sediment Control permit and Right of Way Permit	315	2%	24
Status of building permit, electrical permit, mechanical permit	304	2%	23
Application process for an Electrical Permit	228	1%	18

These top 10 referral solution areas account for 67% of all referrals during the review period.

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DPS Top 10 Referral Solution Areas 2011-2012

Solution Area	Total CRs	Monthly Pct Average	Monthly Average (12 Months)
Information on the building codes applicable to a specific project	5438	22%	453
Schedule DPS Building Construction Related Permitting Inspections	3944	15%	329
Permit, Plan Review or Inspection Status; Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	2341	9%	195
Contacting a Zoning Specialist	2312	9%	193
Department of Permitting Services Fee Schedule for: Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence and Sign Permits; Electrical and Vendor Licenses; Home Occupation Certificates	1055	4%	88
Commercial projects requiring a Use and Occupancy (U&O) Certificate	743	3%	62
Permit Status, Plan Review Status, Inspection Status for Sediment Control Permits, Right of Way Construction Permits, Floodplain District Permit, Stormwater Concept, Well and Septic Permits	701	3%	58
Requirement for a building permit	561	2%	47
Department of Permitting Services Inspection Status	530	2%	44
Zoning Setbacks	391	2%	33

These top 10 referral solution areas account for 70% of all referrals during the review period.

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DPS Top 10 Service Request Fulfillment Solution Areas 2010-2011

Solution Area	Total CRs	Monthly Pct Average	Monthly Average (13 months)
Building and Construction Services	898	14%	69
Contacting a Zoning Specialist	753	12%	58
Information on the building codes applicable to a specific project	400	6%	31
Schedule DPS Building Construction Related Permitting Inspections	284	4%	22
File Complaint with Department of Permitting Services (DPS)	244	4%	19
Request for building inspection specific time	172	3%	13
Commercial projects requiring a Use and Occupancy (U&O) Certificate	145	2%	11
Permit required for fence, deck or shed	132	2%	10
Application process for an Electrical Permit	128	2%	10
Name and telephone number of DPS building inspector	114	2%	10

These top 10 referral solution areas account for 49% of all referrals during the review period.

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DPS Top 10 Service Request Fulfillment Solution Areas 2011-2012

Solution Area	Total CRs	Monthly Pct Average	Monthly Average (12 months)
Schedule DPS Building Construction Related Permitting Inspections	636	11%	53
Contacting a Zoning Specialist	519	9%	43
Information on the building codes applicable to a specific project	372	7%	31
File Complaint with Department of Permitting Services (DPS)	369	6%	31
Permit, Plan Review or Inspection Status; Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	241	4%	20
Obtaining Public Records from Department of Permitting Services	167	3%	14
Department of Permitting Services Inspection Status	143	2%	12
Building and Construction Services	125	3%	42
Request for building inspection specific time	123	3%	21
Department of Permitting Services Fee Schedule for: Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence and Sign Permits; Electrical and Vendor Licenses; Home Occupation Certificates	116	2%	10

These top 10 referral solution areas account for 52% of all referrals during the review period.

DPS-Related MC311 Customer Requests: Changes to Operations Making an Impact

Example, "Contacting a Zoning Specialist" is only going to be a service request from Oct 2012 forward

Legend: General Information (blue), Referral (red), Service Request - Fulfillment (green)
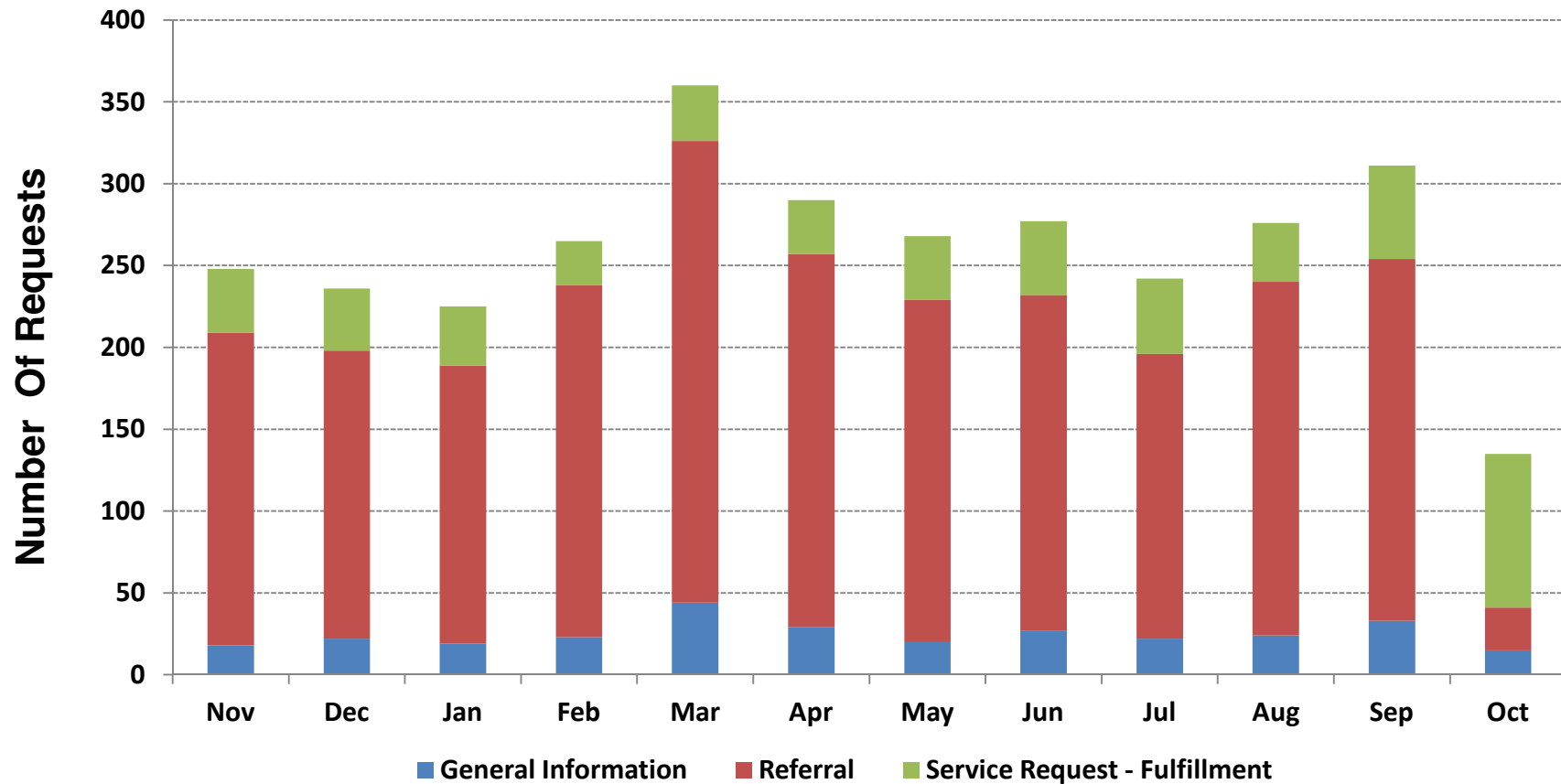
DPS Service Request Fulfillment Closure Rate 2010-2011

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Number of Requests	609	438	350	423	707	603	639	557	435	369	379	395
Average Networkdays to Close	1.7	1.8	1.5	1.6	1.5	1.5	1.7	1.6	1.7	1.8	5.3	2.3
Average Difference to SLA	-1.3	-0.9	-1.0	-1.1	-1.1	-1.2	-0.9	-1.2	-1.2	-1.0	2.0	-0.7

DPS is closing service request fulfillments within the allocated SLA timeframe. DPS SLAs are based on time to respond to the request, not the time to complete/close the case. Permit Techs close SRs once a transferred call is received.

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* Net-workdays is an Excel function that calculates the number of work days between two calendar dates. This function does not take into account holidays. Only services requests that are closed complete are used for this calculation.

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DPS Service Request Fulfillment Closure Rate 2011-2012

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Number of Requests	409	390	433	337	355	392	516	551	580	541	508	365
Average Networkdays to Close	4.9	9.0	8.2	3.2	2.4	2.3	2.7	5.5	8.1	4.0	4.8	1.9
Average Difference to SLA	1.4	6.3	5.6	0.5	-0.9	-0.9	-0.2	2.3	4.7	-4.4	-2.5	-6.2

Over the past 3 months, DPS is closing service request fulfillments within the allocated SLA timeframe.

* Net-workdays is an Excel function that calculates the number of work days between two calendar dates. This function does not take into account holidays. Only services requests that are closed complete are used for this calculation.

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CountyStat Audit of DPS-Related MC311 Call Handling

- As a follow-up to an audit performed in December 2011, CountyStat made 12 calls to MC311. Six calls each were made to:

  - ➤ Ask about the correct scale to draw plans for a new deck, shed, or fence in order to apply for a building permit
  - ➤ Verify whether an Electrician is licensed in Montgomery County

- CountyStat aimed to test the customer service of the current MC311/DPS call handling process

- Callers asked the question as scripted then deferred to the direction of the MC311 call-taker for the best way to get an answer

9 out of 12 calls ended with the correct answer either from the MC311 CSR or the DPS permit tech.

This is much improved from CountyStat's secret shopper experiment last December, when only 3 of 8 calls ended with a correct answer.

CountyStat Audit of DPS-related MC311 Call Handling (1 of 2)

Service Request Number	Call Type	Solution Area	SLA Time (days)	Actual Time (days)	Call Date	Opened Time	Closed Date	Closed Time
1123914437	Referral	Building Construction	3	1	11/14	10:50	11/14	11:34
1124161542					11/16	8:12	11/16	8:16
1124219089					11/16	12:52	11/16	12:56
1123956767					11/14	2:02	11/14	2:11
1124198822					11/16	11:14	11/16	11:22
1124499684	General Information	Permitting	3	1	11/20	8:52	11/20	8:54
1123941286	General Information	State of Maryland	1	1	11/14	1:42	11/14	1:49
1124123392	Referral		1	1	11/15	3:55	11/15	3:56
1124126056	General Information	State of Maryland	1	1	11/15	3:59	11/15	4:02
1124027312	Referral	Licensing	1		11/15	9:26		
1124236255	General Information		1	1	11/16	2:29	11/16	2:38
1124221458	Referral		1	1	11/16	12:31	11/16	12:38

Correct answer supplied | Correct procedure followed | Correct procedure not followed

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Service Request Number	Question	Caller Transferred to DPS	Final Resolution	Call Comments
1123914437	Construction Scale	Yes	Incorrect answer by permit tech	DPS picked up immediately and said that as long as drawing is to scale and they can read it, it would be ok
1124161542		Yes	Correct answer by permit tech	Permit tech provided correct answer with no issues
1124219089		Yes		Permit tech searched online for answer and was able to answer that way. Was told that buildings smaller than 200sq ft requires site plan and location of new building, otherwise 1/4 inch scale
1123956767		Yes		Initially was told just to label everything correctly, then the CSR checked with someone else and said 1/8-1/4 inch scale was correct
1124198822		Yes		Permit tech also mentioned that caller would need two copies of drawings and site plan with location of new deck.
1124499684		No	Correct answer by CSR	CSR asked if caller had reviewed DPS website, then offered to e-mail link of appropriate section
1123941286	Electrician Certification Check	No	Correct answer by CSR	General Information to see if electrician is licensed in the county; can check for State of MD licensing; any work adding touching wiring needs to have permit on record
1124123392		No	Transferred to state agency	Transferred to the State Dept of Labor, Licensing, and Regulation
1124126056		No	Correct answer by CSR	Call back after previous inquiry was transferred to State Dept of Labor, Licensing, and Regulation
1124027312		Yes	Caller hung up after 4 minutes on hold	After transfer to DPS, caller was initially told to follow up with a state agency, then put on hold while tech researched question. Caller stayed on hold for 4 minutes before hanging up.
1124236255		Yes	Correct answer by CSR	All should be able to provide ID on site; Need license number or contact name to look up; Couldn't find them looking up their name (Gregory Greene Electric, Inc)
1124221458		Yes		Also, suggested ask vendor for License number for cross-check with DPS

Correct answer supplied	Correct procedure followed	Correct procedure not followed

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Wrap-Up and Follow-Up

- **Follow-Up Items**

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Appendix: Supporting Performance Data

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MC311 Nomenclature: Categorizing Customer Intake

A Customer Request in MC311 is simply a record that is created when a resident contacts the 311 Call Center requesting service.
(Customer Requests were previously called "service requests".)

The types of MC311 Customer Requests can be categorized as follows:

▪**General Information (GI):** These calls typically constitute 50% of a Customer Service Center's (CSC) calls and deal with responses to Frequently Asked Questions (FAQs); provide static information about policies and procedures, County government events, and operations.

▪ **Referrals (REF):** These calls typically constitute 25% of a Customer Service Center's calls and provide constituents with the telephone number for a call requiring "subject matter expertise" and perform a "warm transfer" of the call, if required.

▪**Service Requests (SRs):** These calls typically constitute 20% of a Customer Service Center's calls. A service request is created for a department to fulfill a resident's request.

▪ **Miscellaneous Comments** / **Compliments** / **Complaints:** These calls typically constitute 5% of a Customer Service Center's calls and typically document the nature of the comment, compliment, or complaint and are visible to the specific department.

The use of the term "Service Request" to categorize multiple types of interactions within MC311 was a cause of confusion, thus the totality of all interactions are now categorized as "Customer Requests."
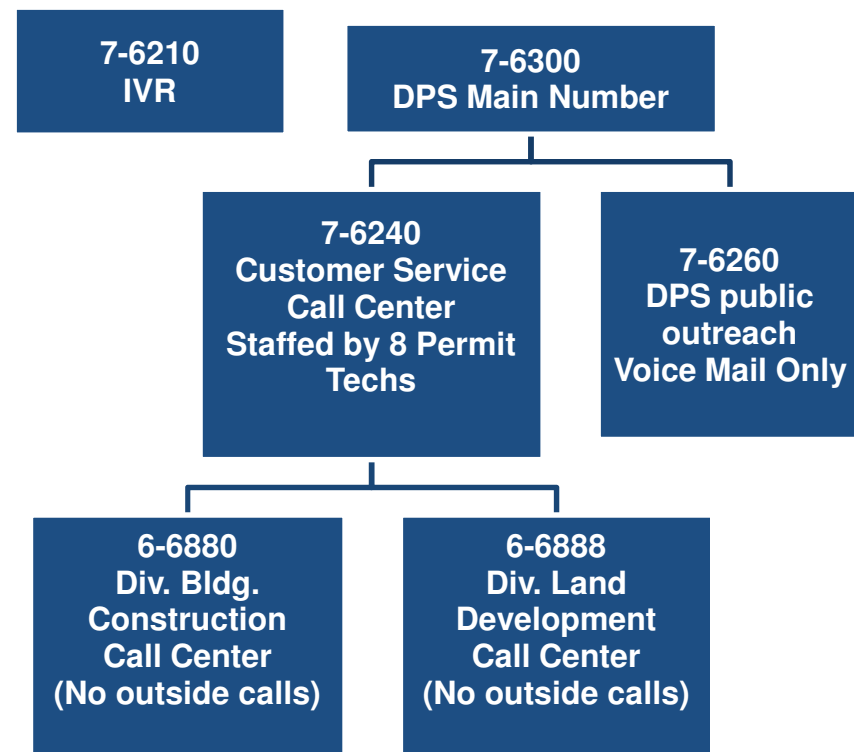
DPS Call Center Transition to MC311:
Prior to MC311

Previous DPS Extensions

- **7-6300: Main Telephone Number –** Provided caller three numbers to be forwarded to (7-6210, 7-6240, 7-6260)

- **7-6210: Interactive Voice Response System –** provided automated permit status, schedule an inspection, cancel an inspection, faxed documents; operational 24/7

- **7-6240 : DPS Call Center –** Answered by Division of Customer Service Permit Technicians 7:30am – 4:00pm who answered general questions and forwarded specific questions to Building Construction Division and Land Development Division

- **7-6260 : DPS Customer Outreach Voicemail –** For customers to request DPS to conduct outreach activities at their location

Previous Call Center Structure

7-6210
IVR

7-6300
DPS Main Number

7-6240
Customer Service
Call Center
Staffed by 8 Permit
Techs

7-6260
DPS public
outreach
Voice Mail Only

6-6880
Div. Bldg.
Construction
Call Center
(No outside calls)

6-6888
Div. Land
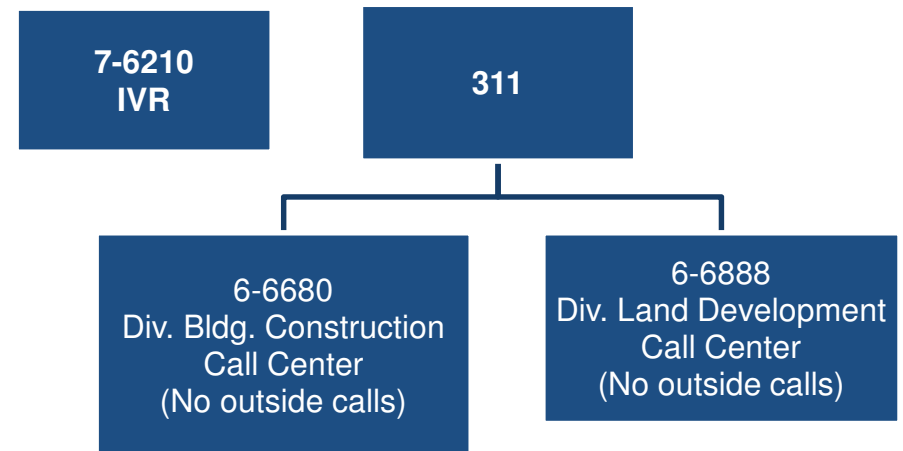Development
Call Center
(No outside calls)

DPS Call Center Transition to MC311:
After MC311

Current Process

- MC311 receives call, enters service request and assigns to DPS

- If necessary, MC311 forwards call to DPS internal call center

- DPS Permit Technicians scheduled to respond to 311 service requests answer them generally in one to three days except for complaints and information requests which are resolved in 30 days. 3 to 4 Permit Technicians staff the call centers at all times.

Current Call Center Structure

```
7-6210          311
IVR
                 |
        ┌────────┴────────┐
   6-6680              6-6888
Div. Bldg. Construction   Div. Land Development
   Call Center              Call Center
(No outside calls)        (No outside calls)
```

- If call requires a plan reviewer or manager to respond, the Permit Technician will reassign the MC311 Service Request to the appropriate plan reviewer or manager.

- The service request will be closed at final resolution by the assigned DPS staff member.

Overview of Customer Request Procedures

Handled at Customer Service Center by MC311

- Calls requesting routine general information regarding DPS services that are explained on the DPS web site
- Calls to file or check on status of a complaint
- Data entry for calls to request information
- Calls regarding permit basic status
- Calls to schedule or cancel an inspection

Sent to Permitting Services as Service Request

- Calls requesting technical information or information on fee structure
- Complex requests for permit status or information requests. Permitting Services responds to calls for problems with scheduling inspections or special status (Stop Work Order, Void, Hold) permits.
- Calls regarding specific information about an application being processed, an issued permit or license, and information about a specific property
- Calls regarding code interpretations
- Calls requiring a manager's response

Until March 2013, MC311 does not have a Tier-2 capability for DPS-related inquiries

# Customer Service Data Collected Outside of MC311: Number of Complaints
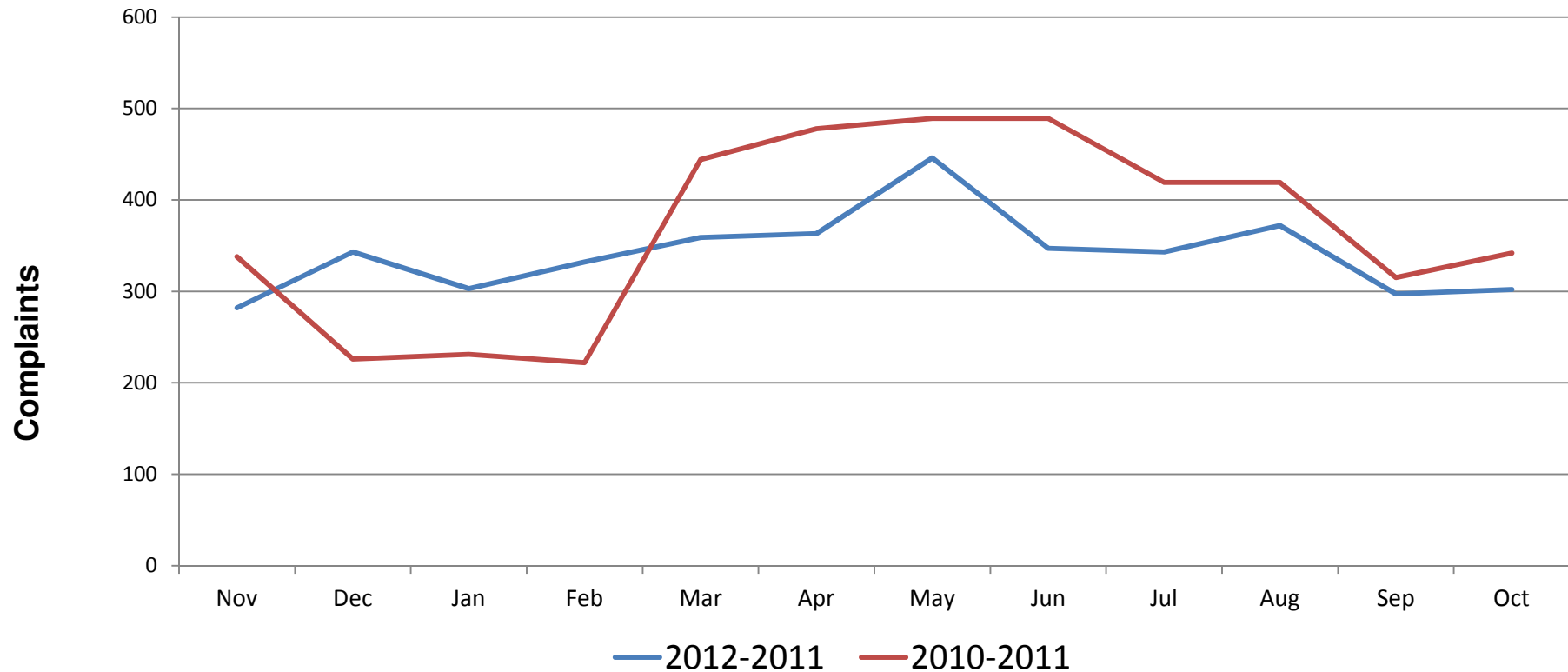
Complaints can be filed via DPS website by MC311 or any website user. Complaints can also be filed via the DPS automated permitting system by DPS staff . Because of these multiple avenues of entry, total DPS-related complaints could be higher than the figures reported through the MC311 Siebel data.

DPS Monthly Customer Request Totals 2010-2011

Customer Request Totals
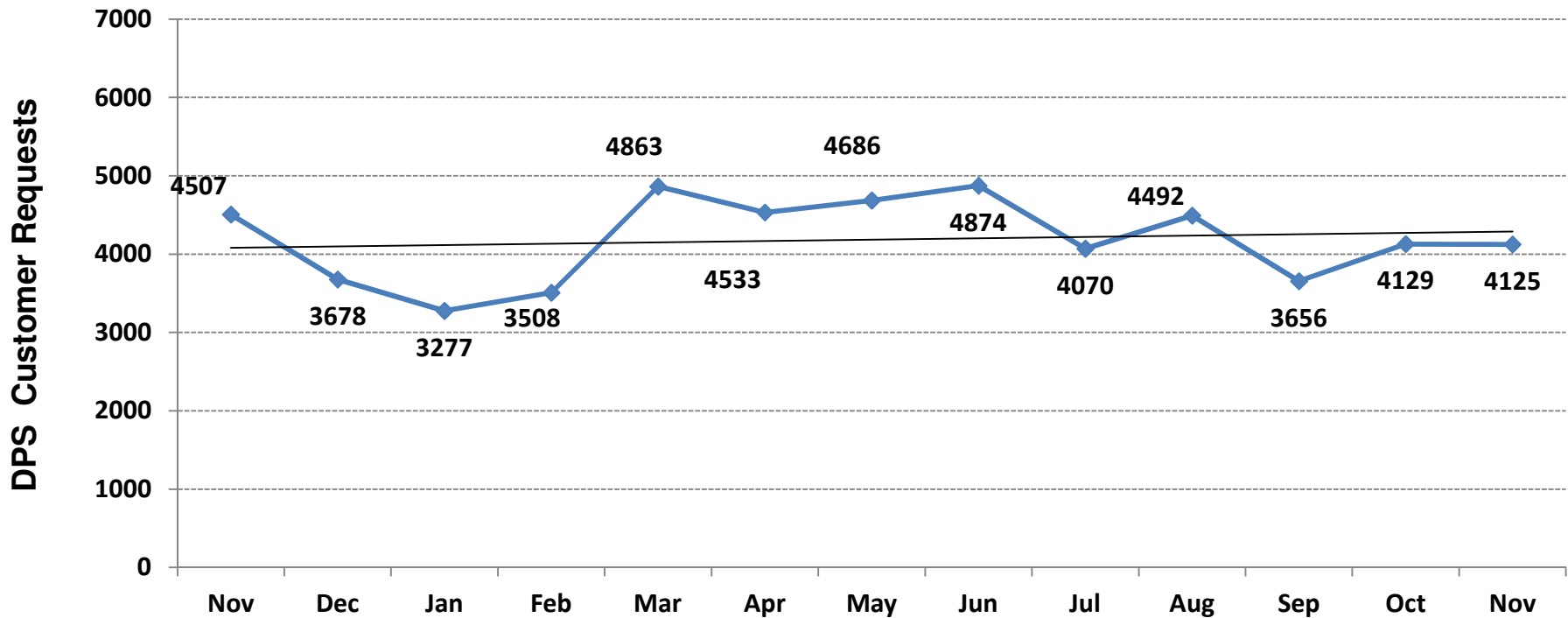
	Nov-Dec	Dec-Jan	Jan-Feb	Feb-Mar	Mar-Apr	Apr-May	May-Jun	Jun-Jul	Jul-Aug	Aug-Sep	Sep-Oct	Oct-Nov
Percent Change	-18%	-11%	7%	39%	-7%	3%	4%	-16%	10%	-19%	13%	0%

Monthly average: 4,189

CountyStat

DPS Monthly Customer Request Totals 2011-2012

Customer Request Totals

Chart: DPS Customer Requests (y-axis, 0 to 7,000) by month (x-axis, Nov to Oct)

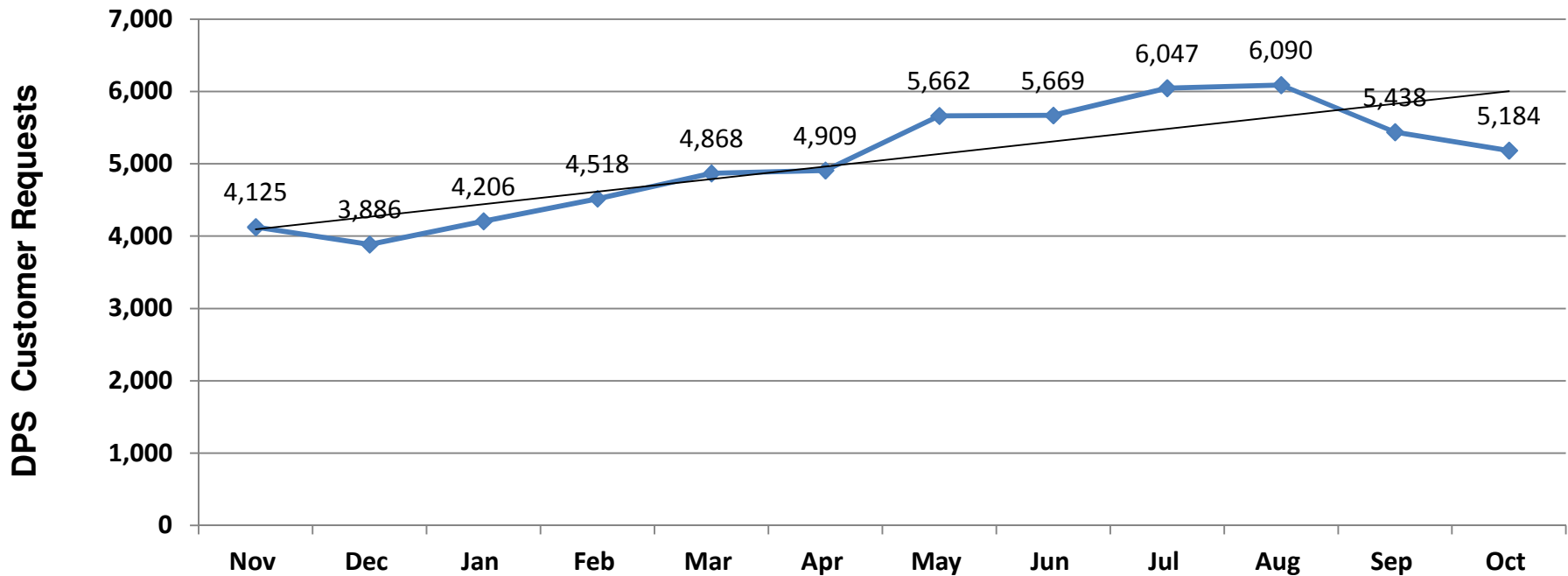| Month	Value
Nov	4,125
Dec	3,886
Jan	4,206
Feb	4,518
Mar	4,868
Apr	4,909
May	5,662
Jun	5,669
Jul	6,047
Aug	6,090
Sep	5,438
Oct	5,184

	Nov-Dec	Dec-Jan	Jan-Feb	Feb-Mar	Mar-Apr	Apr-May	May-Jun	Jun-Jul	Jul-Aug	Aug-Sep	Sep-Oct
Percent Change	-6%	8%	7%	8%	1%	15%	0%	7%	1%	-11%	-5%

Monthly average: 5,050

CountyStat

Customer Service Data Collected Outside of MC311: Number of Complaints and Inspections (DPS Data) 2010-2011

COMPLAINTS ADDED BY	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	AVG	TOTAL
WEB	179	121	123	140	282	261	321	326	257	267	224	249	229	2750
DPS STAFF	159	105	108	82	162	217	168	163	162	152	91	93	139	1662
TOTAL # COMPLAINTS	338	226	231	222	444	478	489	489	419	419	315	342	368	4412

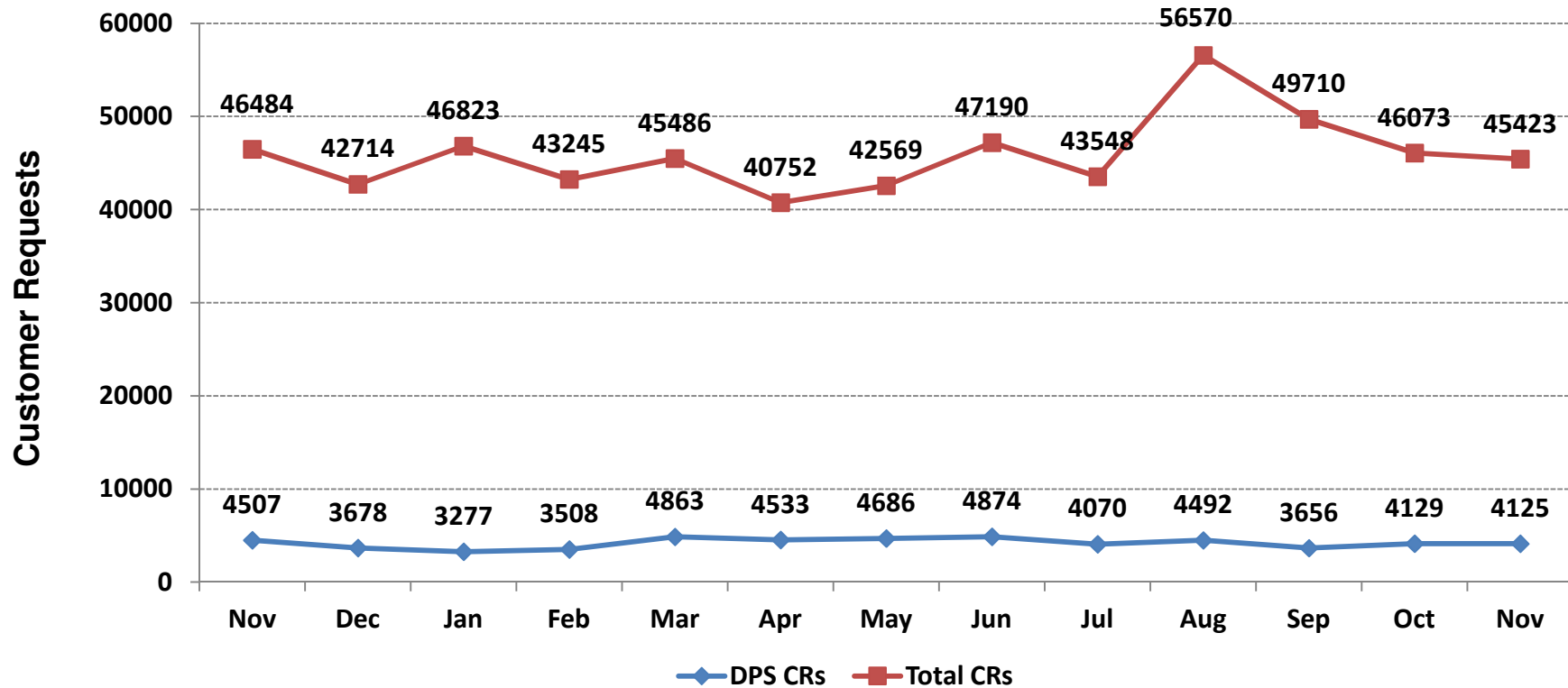| INSPECTIONS ADDED BY	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	AVG	TOTAL
WEB	1,233	1,084	968	1,055	1,284	1,301	1,346	1,607	1,440	2,050	1,282	1,377	1,336	16,027
IVR	1,011	882	852	804	1,042	938	1,139	1,178	1,202	1,271	1,102	1,089	1,043	12,510
DPS STAFF	10,523	9,767	8,842	8,810	11,010	10,523	11,150	11,986	11,331	13,071	10,540	10,987	10,712	128,540
TOTAL # INSPECTIONS	12,767	11,733	10,662	10,669	13,336	12,762	13,635	14,771	13,973	16,392	12,924	13,453	13,090	157,077

Customer Service Data Collected Outside of MC311: Number of Complaints and Inspections (DPS Data) 2011-2012

COMPLAINTS ADDED BY	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	AVG	TOTAL
WEB	203	240	217	214	217	242	266	185	237	241	210	221	224	2,693
DPS STAFF	79	103	86	118	142	121	180	162	106	131	87	81	116	1,396
TOTAL # COMPLAINTS	282	343	303	332	359	363	446	347	343	372	297	302	341	4,089

INSPECTIONS ADDED BY	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	AVG	TOTAL
WEB	1,632	1,597	1,836	1,726	1,990	1,963	2,002	1,797	1,647	2,275	1,957	2,080	1,875	22,502
IVR	850	752	730	780	891	617	816	1,134	1,124	1,160	984	996	903	10,834
DPS STAFF	10,775	10,536	10,656	10,997	11,973	11,439	12,620	10,933	11,184	12,437	10,231	10,800	11,215	134,581
TOTAL # INSPECTIONS	13,257	12,885	13,222	13,503	14,854	14,019	15,438	13,864	13,955	15,872	13,172	13,876	13,993	167,917

DPS Related Customer Requests as Percentage of Total MC311 Customer Requests 2010-2011
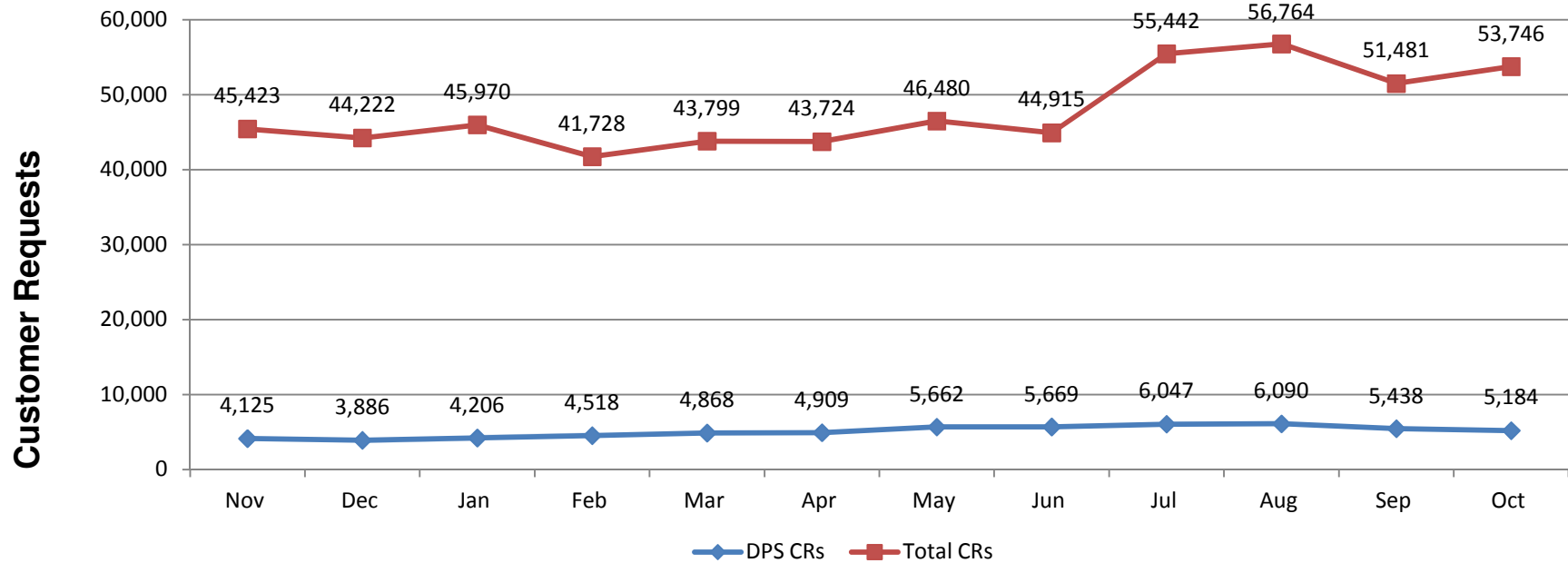
Customer Requests (y-axis)

Total CRs (red line):
- Nov: 46484
- Dec: 42714
- Jan: 46823
- Feb: 43245
- Mar: 45486
- Apr: 40752
- May: 42569
- Jun: 47190
- Jul: 43548
- Aug: 56570
- Sep: 49710
- Oct: 46073
- Nov: 45423

DPS CRs (blue line):
- Nov: 4507
- Dec: 3678
- Jan: 3277
- Feb: 3508
- Mar: 4863
- Apr: 4533
- May: 4686
- Jun: 4874
- Jul: 4070
- Aug: 4492
- Sep: 3656
- Oct: 4129
- Nov: 4125

Legend: —◆— DPS CRs —■— Total CRs

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
DPS as Percent of Total	10%	9%	7%	8%	11%	11%	11%	10%	9%	8%	7%	9%	9%

Average of total MC311 calls: 9%

DPS Related Customer Requests as Percentage of Total MC311 Customer Requests 2011-2012

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
DPS as Percent of Total	9%	9%	9%	11%	11%	11%	12%	13%	11%	11%	11%	10%

Average of total MC311 calls: 11%

CountyStat

Customer Request Intake Method for DPS Related MC311 Customer Requests

Phone calls are the most frequent avenue for DPS-related Customer Requests accounting for 99% of all customer request intake type

2010-2011	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Total
Internal	29	27	15	6	27	11	25	21	14	27	10	17	245
Phone	4474	3647	3259	3497	4831	4520	4651	4843	4049	4456	3631	4100	54053
Web	4	4	3	5	4	2	10	9	7	9	15	12	97

2011-2012	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Total
Internal	16	17	19	7	14	19	25	27	29	16	30	23	242
Phone	4096	3859	4177	4475	4831	4867	5595	5600	5987	6037	5369	5124	60017
Web	13	10	10	36	23	23	42	41	31	36	39	37	341

DPS Monthly Customer Request Totals by Type 2010-2011

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	% Avg.	Avg.	Total
General Info	57%	61%	59%	60%	60%	60%	49%	45%	47%	52%	46%	45%	53%	2230	26763
Referral	29%	27%	30%	27%	25%	26%	37%	44%	43%	40%	44%	45%	35%	1460	17518
Service Request	14%	12%	11%	12%	15%	13%	14%	11%	11%	8%	10%	10%	12%	493	5,912
Grand Total	4507	3678	3277	3508	4862	4533	4686	4873	4070	4492	3656	4129		4189	50,271

53% of all DPS Customer Requests are categorized as general information and complaint/compliment and handled within the MC311 Customer Service Center.

CountyStat

DPS Monthly Customer Request Totals by Type 2011-2012

|	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	% Avg.	Avg.	Total
General Info	50%	51%	49%	49%	49%	51%	46%	44%	45%	50%	48%	49%	48%	2435	29220
Referral	40%	39%	41%	43%	44%	41%	45%	46%	45%	41%	42%	39%	42%	2138	25652
Service Request	10%	10%	10%	7%	7%	8%	9%	10%	10%	9%	10%	12%	9%	474	5684
Grand Total	4125	3886	4206	4518	4868	4909	5662	5669	6047	6090	5438	5184		5050	60602

48% of all DPS Customer Requests are categorized as general information and complaint/compliment and handled within the MC311 Customer Service Center.
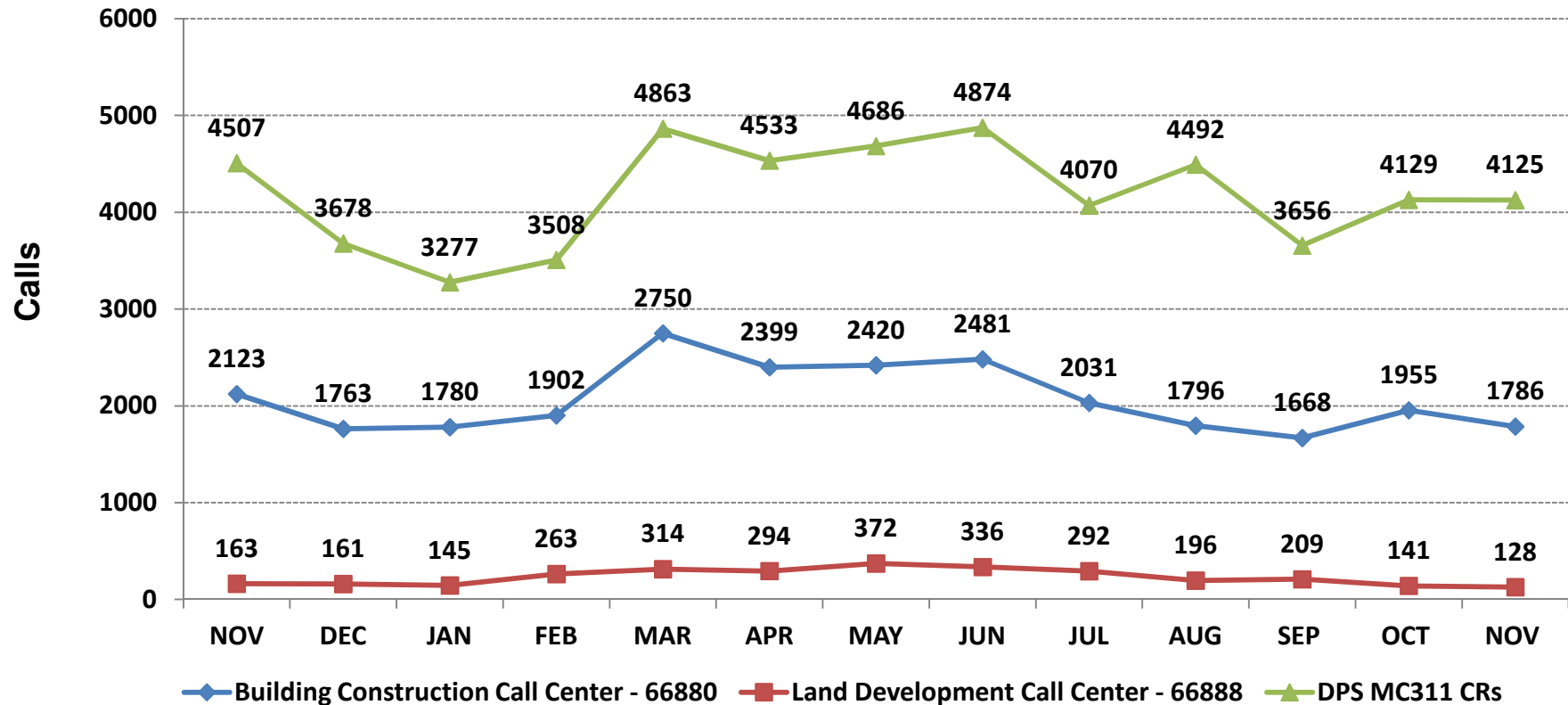
CountyStat

DPS Monthly Customer Request Totals by Type 2010-2011
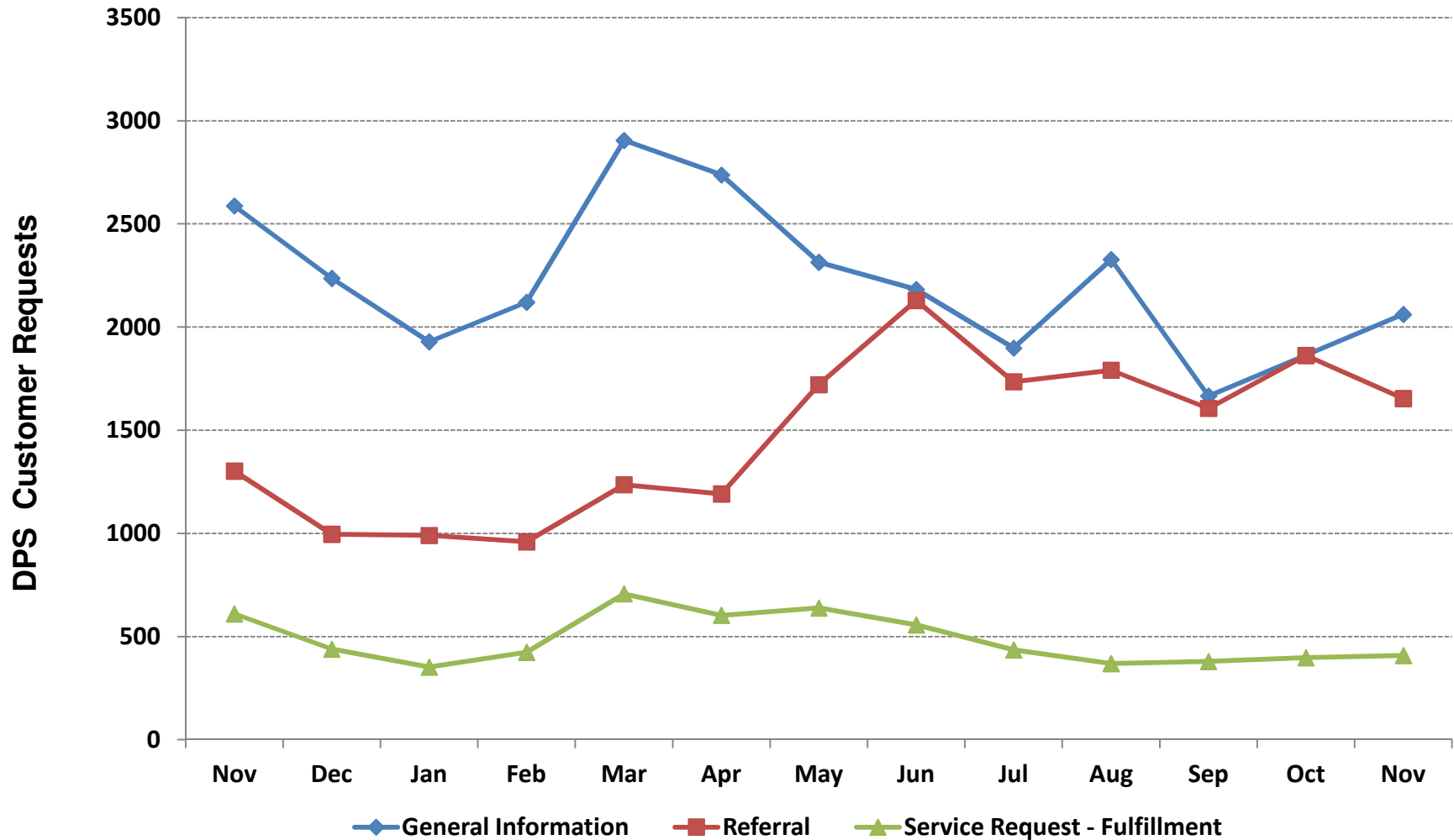
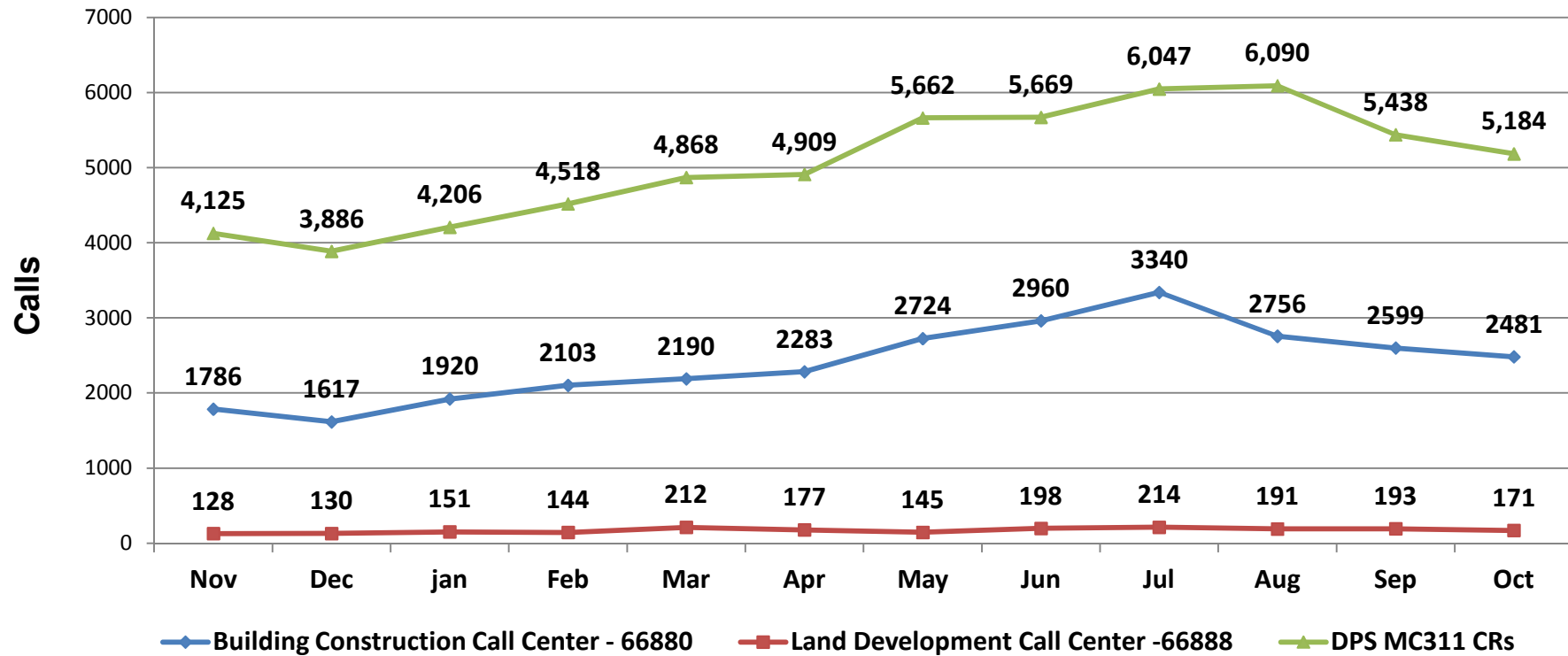# DPS Monthly Customer Request Totals by Type 2011-2012
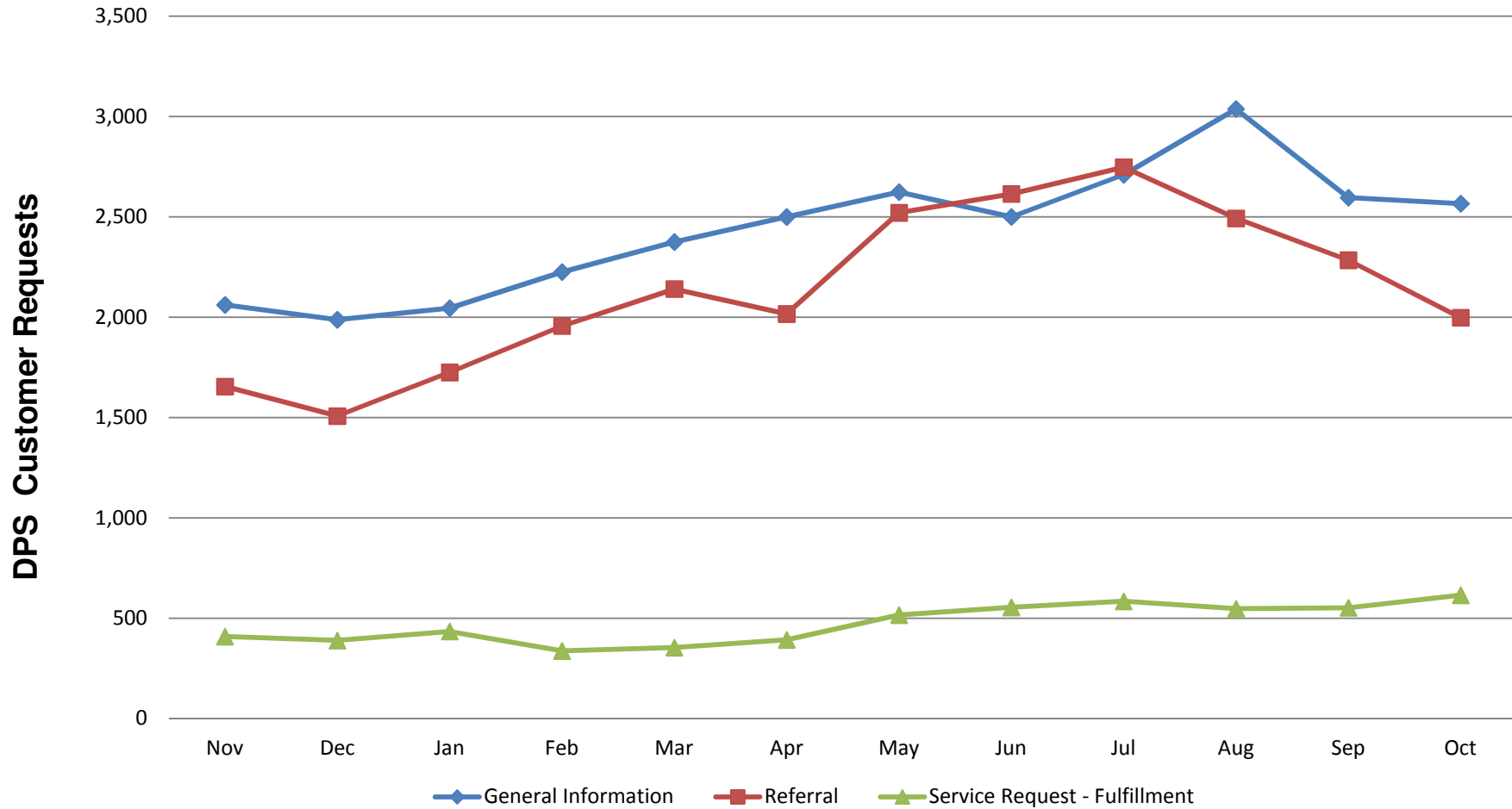
Customer Service Data Collected Outside of MC311: Number of DPS Internal Call Center Calls (Referrals) 2010-2011

Transferred calls from MC311 to the DPS call center are not warm transfers. A customer could be greeted by a live person after the call rings, receive a call center queue recording, or reach a voice mail.

Customer Service Data Collected Outside of MC311: Number of DPS Internal Call Center Calls (Referrals) 2011-2012

Chart showing "Calls" (y-axis, 0 to 7000) by month (Nov through Oct).

Building Construction Call Center - 66880 (blue):
Nov: 1786, Dec: 1617, jan: 1920, Feb: 2103, Mar: 2190, Apr: 2283, May: 2724, Jun: 2960, Jul: 3340, Aug: 2756, Sep: 2599, Oct: 2481

Land Development Call Center -66888 (red):
Nov: 128, Dec: 130, jan: 151, Feb: 144, Mar: 212, Apr: 177, May: 145, Jun: 198, Jul: 214, Aug: 191, Sep: 193, Oct: 171

DPS MC311 CRs (green):
Nov: 4,125, Dec: 3,886, jan: 4,206, Feb: 4,518, Mar: 4,868, Apr: 4,909, May: 5,662, Jun: 5,669, Jul: 6,047, Aug: 6,090, Sep: 5,438, Oct: 5,184

Transferred calls from MC311 to the DPS call center are not warm transfers. A customer could be greeted by a live person after the call rings, receive a call center queue recording, or reach a voice mail.

CountyStat

DPS Monthly General Information Totals by Area Type 2010-2011

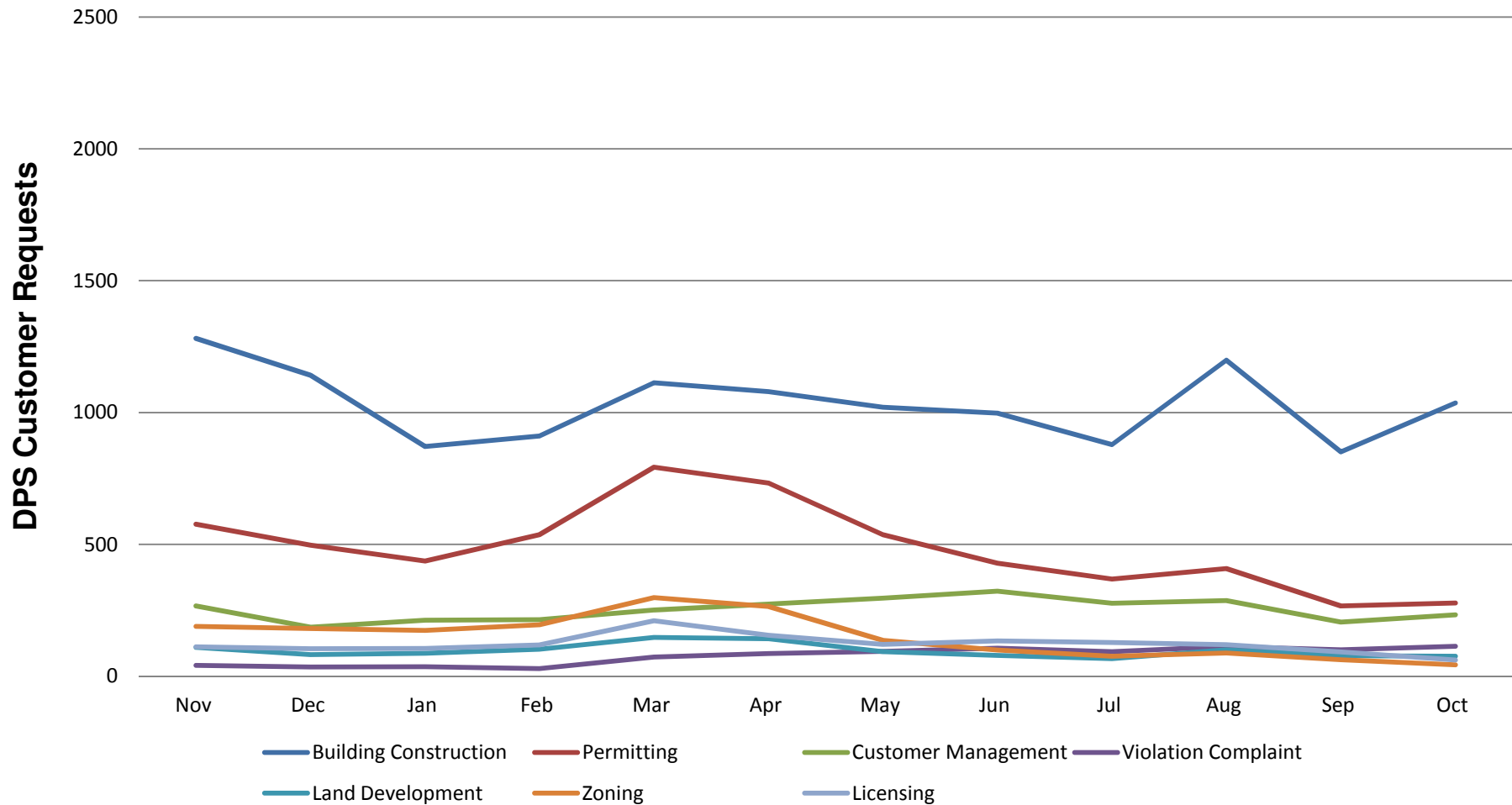|	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
Building Construction	1281	1141	871	911	1113	1079	1020	998	878	1199	851	1036	47%	1032	12378
Permitting	577	497	437	537	793	732	537	429	368	408	267	278	22%	488	5860
Customer Management	267	186	212	215	251	274	296	323	277	287	205	233	12%	252	3026
Violation Complaint	41	35	36	29	73	86	94	106	93	113	100	114	4%	77	920
Land Development	109	82	87	102	147	142	93	79	67	100	78	76	4%	97	1162
Zoning	189	181	174	195	298	264	136	99	76	88	63	43	7%	151	1806
Licensing	111	104	105	119	210	155	121	134	128	120	92	62	5%	122	1461
Total	2575	2226	1922	2108	2885	2732	2297	2168	1887	2315	1656	1842			28662

DPS Monthly General Information Totals by Area Type 2011-2012

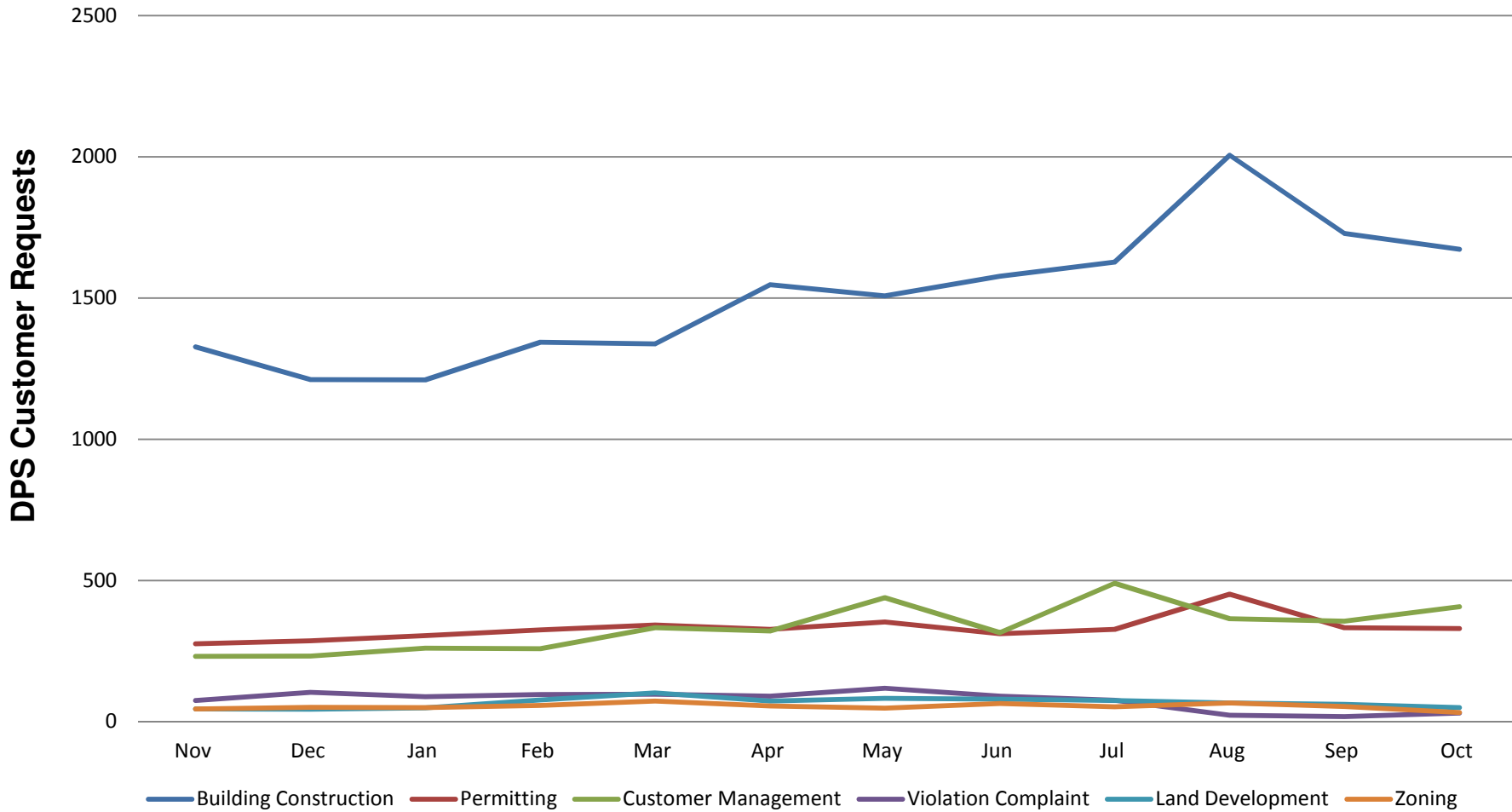|	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
Building Construction	1327	1211	1210	1343	1337	1547	1507	1577	1627	2005	1728	1672	62%	1508	18091
Permitting	276	286	305	325	342	327	353	311	327	451	333	330	14%	331	3966
Customer Management	231	232	260	258	333	321	439	315	490	364	356	407	14%	334	4006
Violation Complaint	75	104	88	96	97	90	118	90	76	23	18	30	3%	75	905
Land Development	45	44	49	77	102	73	83	80	75	66	61	50	3%	67	805
Zoning	45	51	50	57	73	56	48	64	53	66	54	32	2%	54	649
Licensing	50	43	64	62	73	71	60	44	50	55	38	34	2%	54	644
Total	2049	1971	2026	2218	2357	2485	2608	2481	2698	3030	2588	2555			29066

CountyStat

DPS Monthly General Information Totals by Area Type

2010-2011

DPS Customer Requests

Legend:
- Building Construction
- Permitting
- Customer Management
- Violation Complaint
- Land Development
- Zoning
- Licensing

CountyStat

DPS Monthly General Information Totals by Area Type

2011-2012

DPS Monthly General Information Totals by Building Construction Sub-Area Type 2010-2011

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
(blank)	594	542	424	456	590	522	466	403	366	552	367	449	60%	478	5731
General Information	484	408	309	309	334	391	405	442	409	528	382	498	35%	408	4899
Site Planning Enforcement	144	123	96	96	122	111	93	105	63	90	70	60	3%	98	1173
Residential	46	59	25	31	50	42	50	34	33	24	27	25	2%	37	446
Commercial	12	8	16	17	15	12	5	11	7	4	4	3	1%	10	114
Other	1	1	1	2	2	1	1	3	0	1	1	1	0%	1	15

46% of building request Customer Requests are not coded with a sub-area type.

DPS Monthly General Information Totals by Building Construction Sub-Area Type 2011-2012

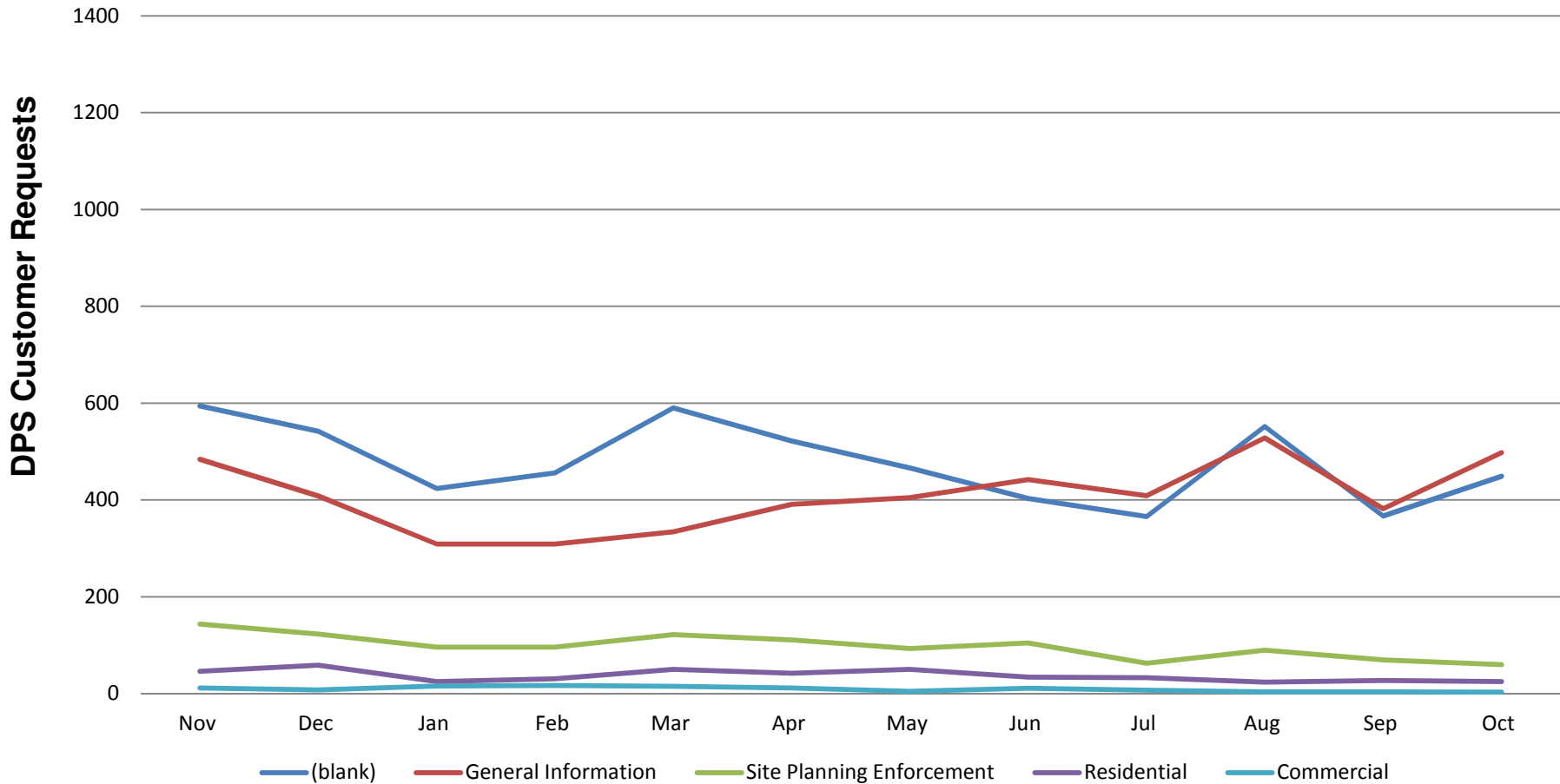|	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
(blank)	646	618	708	775	795	981	974	962	1051	1285	1081	1082	60%	913	10958
General Information	569	494	403	476	433	456	465	553	502	685	609	571	35%	518	6216
Site Planning Enforcement	66	58	52	49	64	55	21	20	31	30	28	14	3%	41	488
Residential	31	24	35	33	33	46	25	26	31	3	8	3	2%	25	298
Commercial	15	13	12	10	10	8	20	15	12	2	2	2	1%	10	121
Other	0	4	0	0	2	1	2	1	0	0	0	0	0%	2	10

61% of building request Customer Requests are not coded with a sub-area type.

This limits the ability of management to gain a macro-level perspective of performance. As a part of the Tier 2 implementation, all knowledge articles are being revised which will include revising and coding all sub-area types.
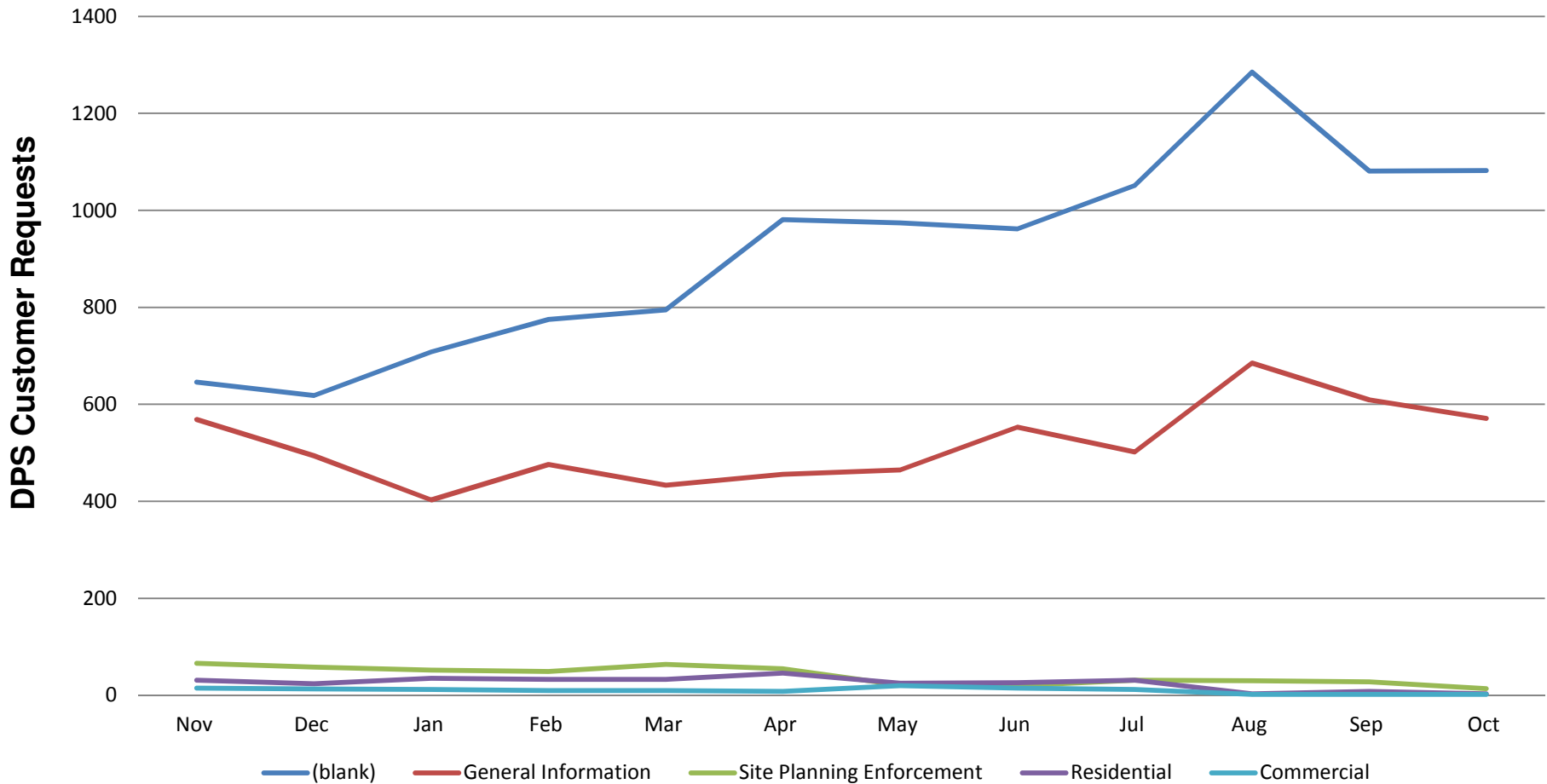
CountyStat

DPS Monthly General Information
Totals by Building Construction Sub-Area Type

2010-2011

DPS Monthly General Information
Totals by Building Construction Sub-Area Type
2011-2012

DPS Monthly General Information Totals by Permitting Services Sub-Area Type 2010-2011

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
(blank)	372	333	309	354	547	544	384	293	262	271	170	184	68%	335	4023
Building	75	68	42	86	95	73	74	48	47	57	37	47	10%	51	617
Electrical	70	51	44	51	91	77	46	48	35	48	33	23	13%	62	749
Mechanical	55	41	39	44	53	28	27	33	20	29	26	24	7%	35	419
Other	3	4	3	2	4	5	5	6	3	2	1	0	1%	3	38

69% of permitting service request Customer Requests are not coded with a sub-area type. This limits the ability of management to gain a macro-level perspective of performance. As a part of the Tier 2 implementation, all knowledge articles are being revised which will include revising and coding all sub-area types.

DPS Monthly General Information Totals by Permitting Services Sub-Area Type 2011-2012

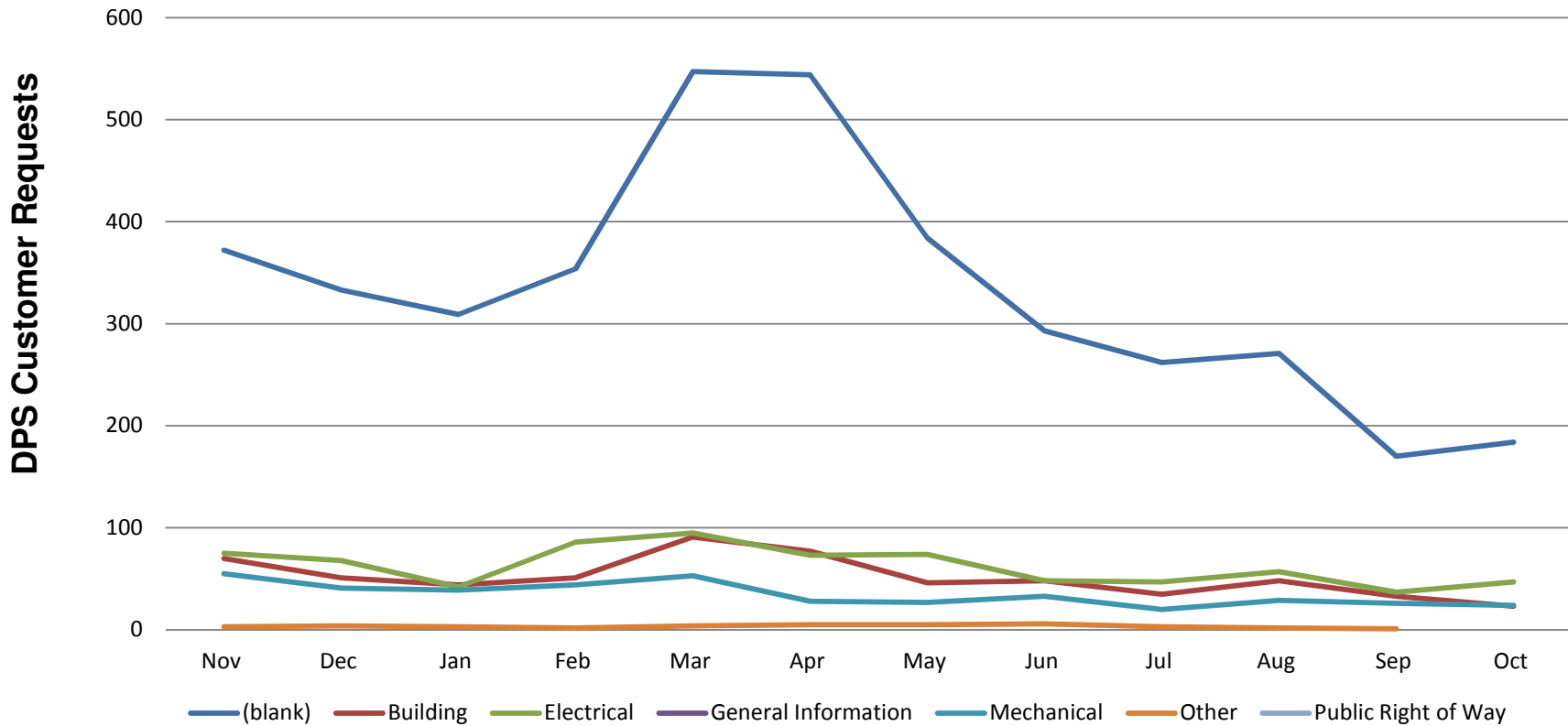|	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
(blank)	159	178	178	205	214	225	254	221	236	349	252	242	68%	226	2713
Building	29	14	31	21	26	18	23	15	14	14	14	14	6%	19	233
Electrical	59	70	61	65	74	60	55	42	48	58	38	42	17%	56	672
Mechanical	28	21	32	30	22	19	16	28	27	29	24	30	8%	26	306
Other	1	1	3	2	3	2	2	1	0	0	0	0	0%	2	15

68% of permitting service request Customer Requests are not coded with a sub-area type.

This limits the ability of management to gain a macro-level perspective of performance. As a part of the Tier 2 implementation, all knowledge articles are being revised which will include revising and coding all sub-area types.
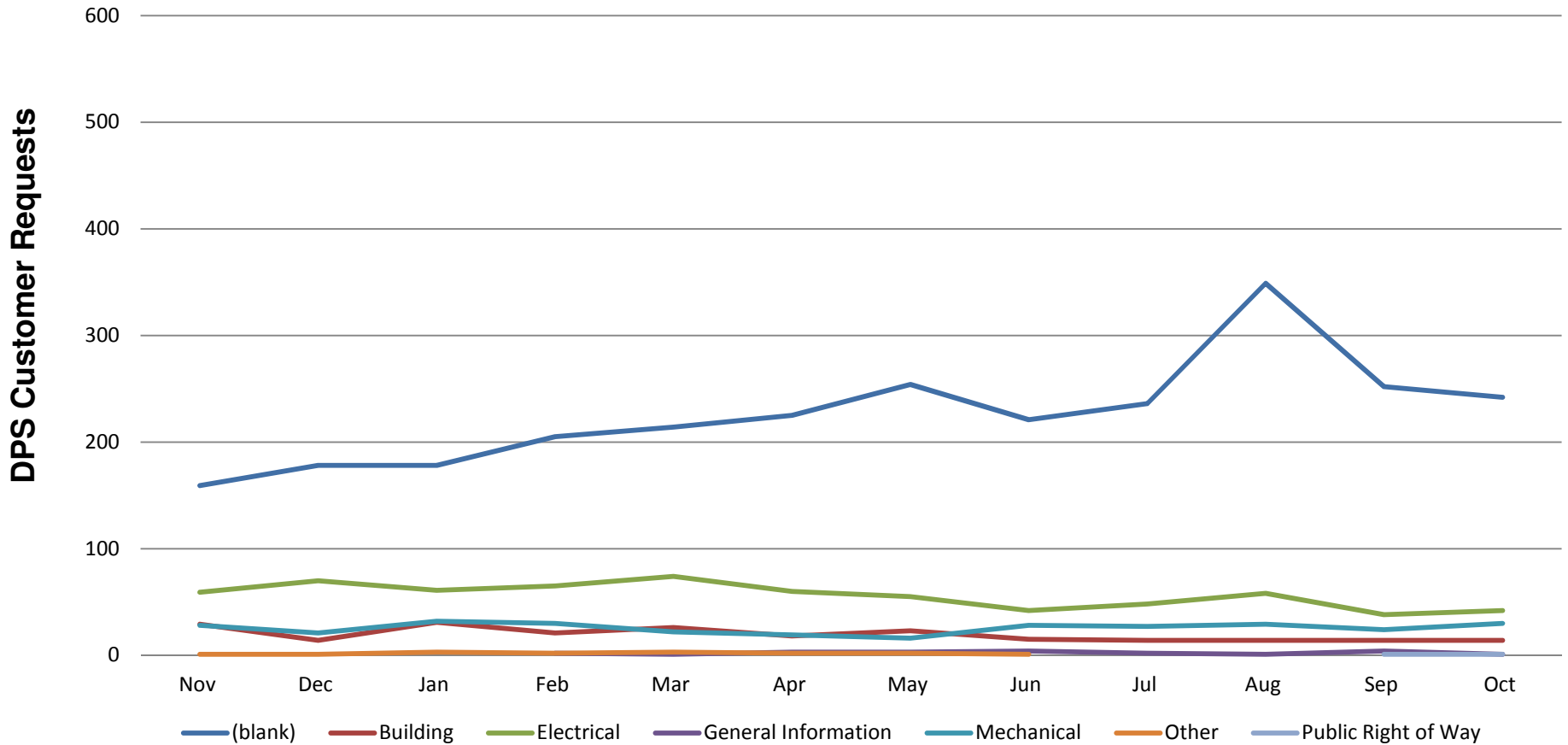
DPS Monthly General Information
Totals by Permitting Services Sub-Area Type

2010-2011

DPS Customer Requests

Legend: (blank), Building, Electrical, General Information, Mechanical, Other, Public Right of Way

Months: Nov, Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct

DPS Monthly General Information
Totals by Permitting Services Sub-Area Type

2011-2012

CountyStat

DPS Service Referrals by Area Type Monthly Totals 2010-11

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
Building Construction	398	259	276	250	273	306	427	525	513	776	761	859	31%	469	5623
Permitting	381	308	306	309	390	390	597	682	535	416	360	496	30%	431	5170
Zoning	330	267	266	237	379	332	441	568	484	451	326	317	25%	367	4398
Licensing	58	54	45	56	64	45	63	100	62	49	92	121	5%	67	809
Land Development	73	59	45	61	72	61	84	125	74	48	36	56	5%	66	794
Customer Management	37	37	38	27	45	47	86	102	62	44	17	4	3%	46	546
Violation Complaint	17	10	7	13	12	7	15	17	2	4	4	4	1%	9	112
Information Request	8	2	6	6	1	3	6	10	3	3	9	5	0%	5	62

CountyStat

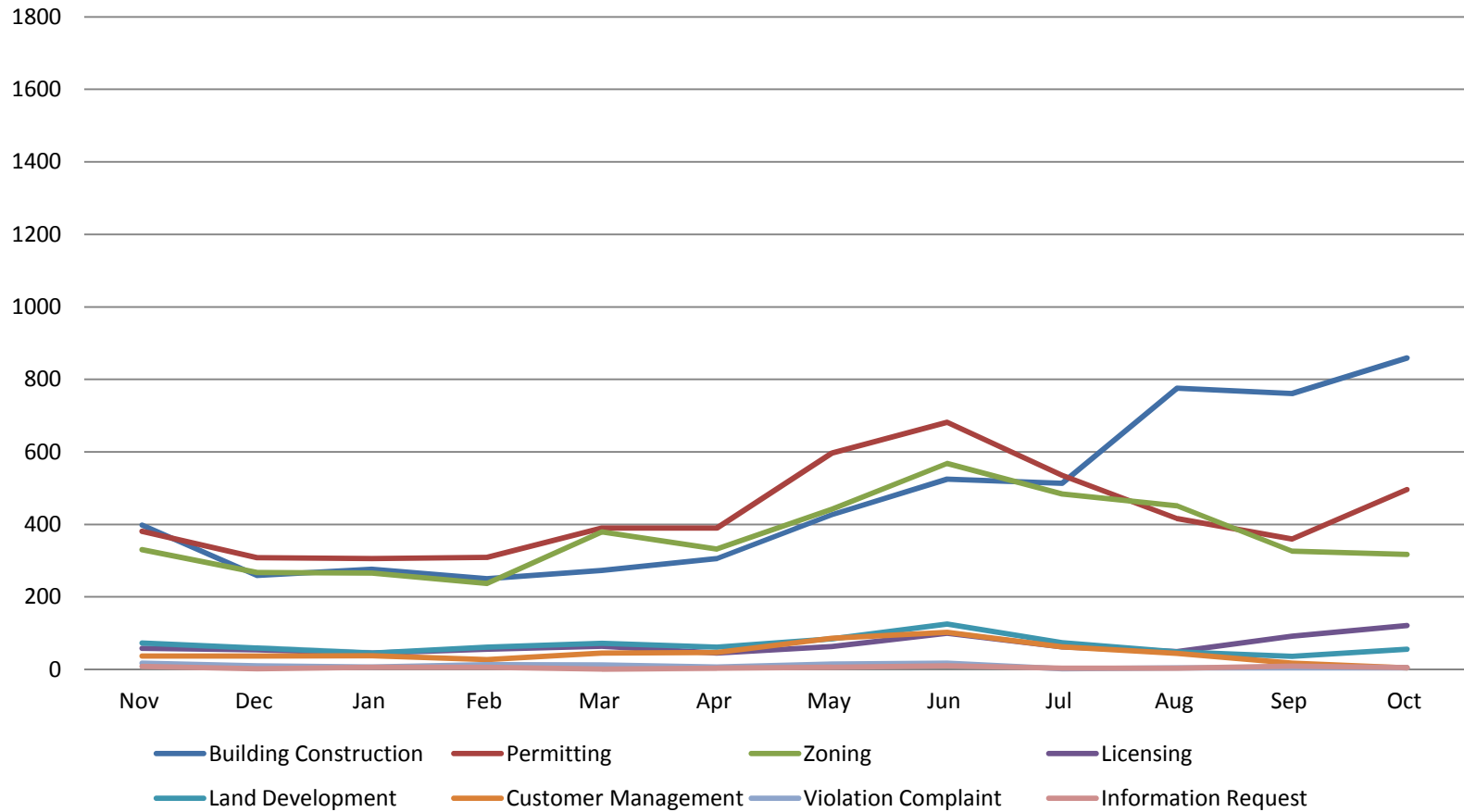# DPS Service Referrals by Area Type Monthly Totals 2011-12

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
Building Construction	794	802	905	918	996	975	1463	1521	1618	1439	1296	1273	54%	1167	14000
Permitting	446	331	374	488	453	426	459	458	499	454	432	386	21%	434	5206
Zoning	241	210	236	275	350	291	248	282	315	311	291	64	12%	260	3114
Licensing	104	73	118	150	168	135	154	151	157	144	161	168	7%	140	1683
Land Development	49	68	78	103	137	140	169	168	141	127	94	87	5%	113	1361
Customer Management	9	15	6	11	29	39	13	14	8	7	5	14	1%	14	170
Violation Complaint	1	3	2	5	2	5	10	16	3	3	4	3	0%	5	57
Information Request	10	5	5	6	5	4	2	4	5	6		1	0%	5	53

CountyStat

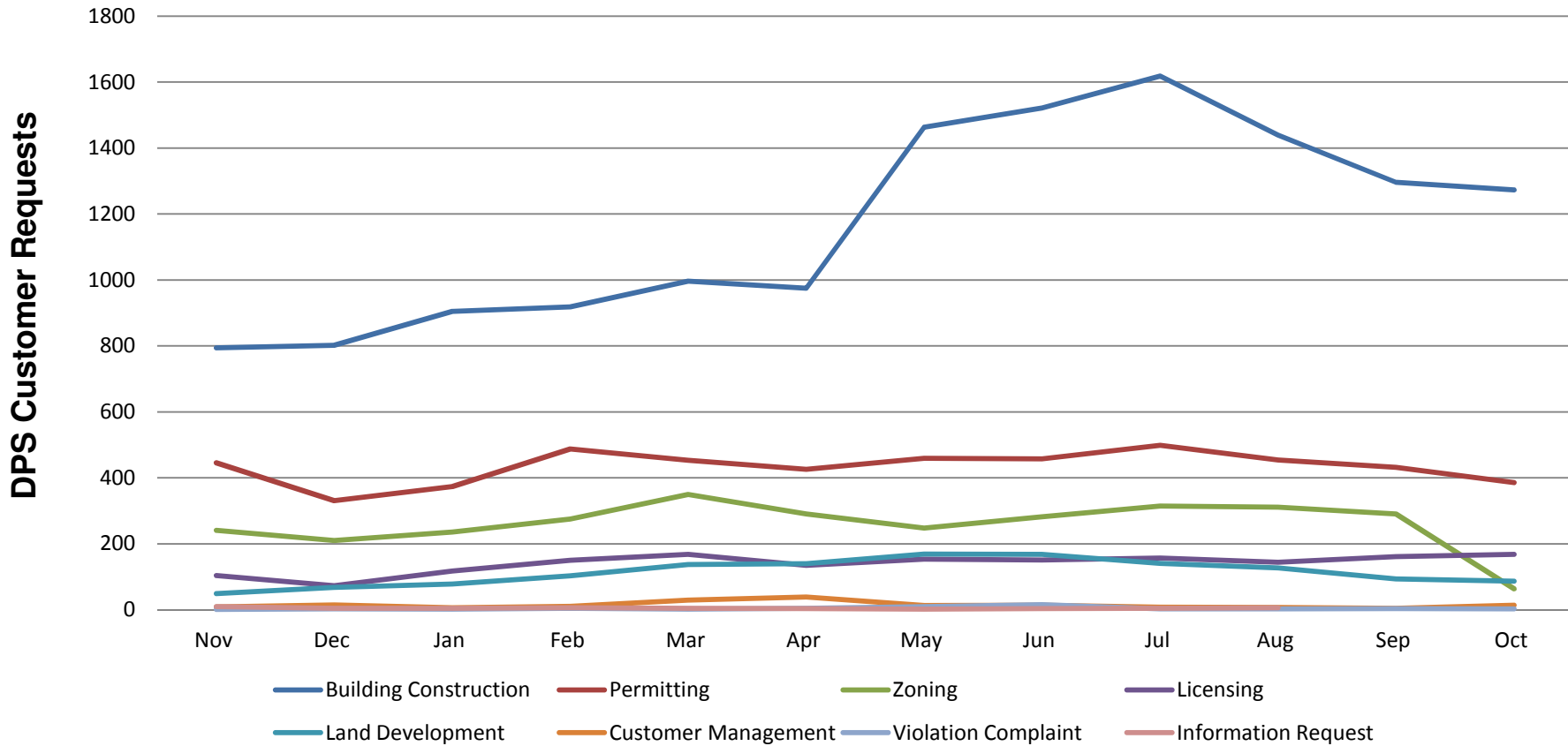# DPS Service Referrals by Area Type Monthly Trends 2010-2011

2010-2011

DPS Service Referrals by Area Type Monthly Trends 2011-2012

2011-2012

DPS Service Request Fulfillment by Area Type Monthly Totals 2010-2011

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
Permitting	163	131	123	148	248	211	214	182	132	116	107	97	46%	156	1,872
Building Construction	188	111	74	85	136	145	132	106	112	102	87	105	34%	115	1,383
Zoning	88	62	77	67	130	104	99	81	63	59	61	49	23%	78	940
Land Development	54	60	32	40	60	45	70	54	56	39	53	63	16%	52	626
Licensing	44	33	18	41	49	44	49	34	21	13	24	28	10%	33	398
Violation Complaint	33	14	17	20	51	33	30	56	33	21	25	18	9%	29	351
Customer Management	27	25	7	17	26	17	41	39	17	16	20	30	7%	24	282
Information Request	12	3	2	6	7	4	4	5	1	2	2	6	1%	5	54

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DPS Service Request Fulfillment by Area Type Monthly Totals 2011-2012

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Pct Average	Average	Total
Permitting	110	102	105	82	74	79	96	93	129	88	83	83	20%	94	1124
Building Construction	120	131	157	128	117	149	194	215	238	155	180	182	35%	164	1966
Zoning	55	63	58	42	48	48	58	88	81	67	93	152	15%	71	853
Land Development	62	44	54	36	49	55	71	64	66	57	46	46	12%	54	650
Licensing	16	17	26	20	18	21	25	20	24	18	26	32	5%	22	263
Violation Complaint	14	13	11	15	23	14	37	42	27	97	69	82	7%	37	444
Customer Management	30	16	18	13	25	22	31	24	17	59	51	34	6%	28	340
Information Request	2	3	5	0	0	4	4	5	2	7	4	4	6%	4	40

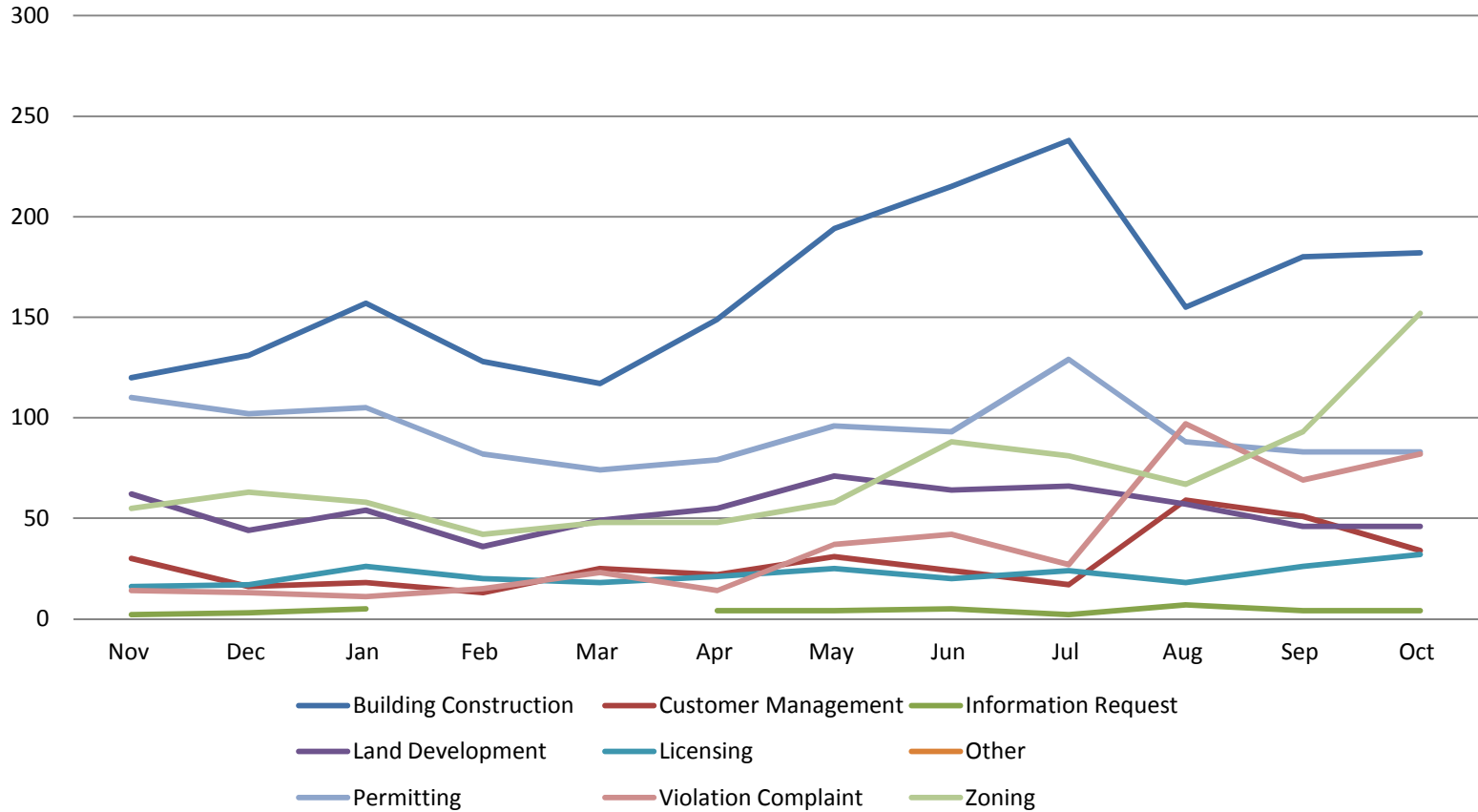CountyStat

DPS Service Request Fulfillment by Area Type Monthly Trends 2010-2011
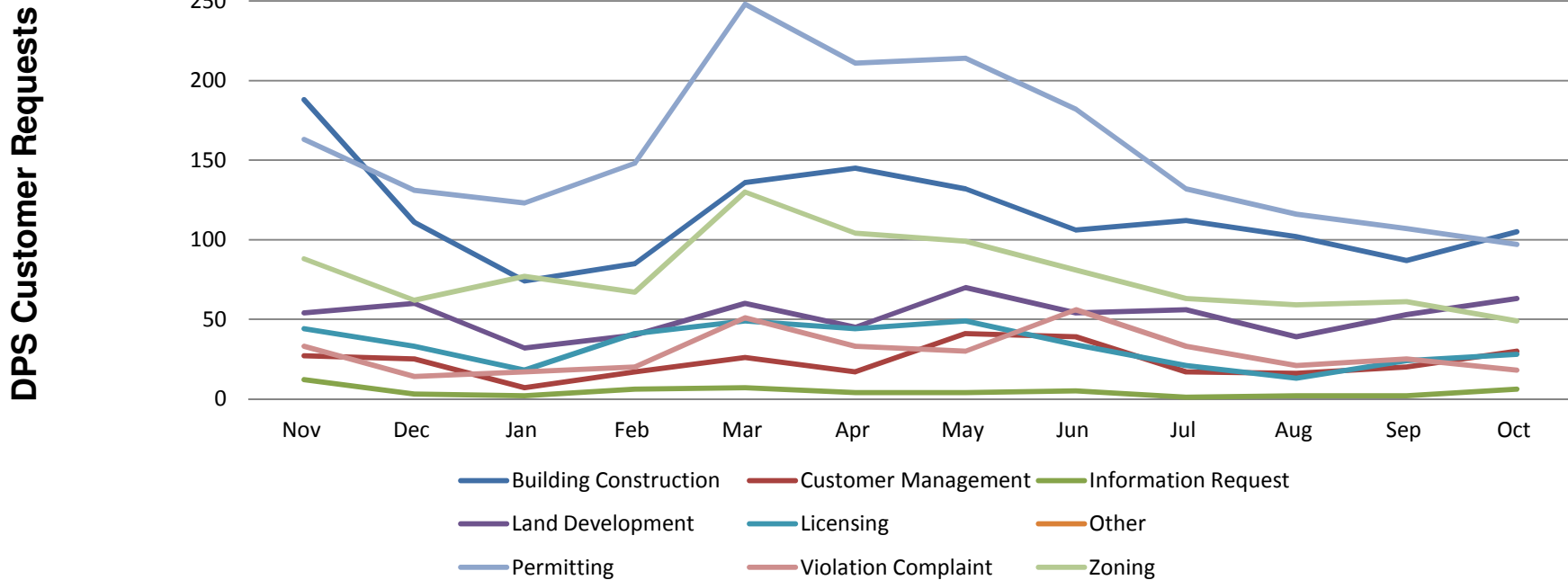
DPS Service Request Fulfillment by Area Type Monthly Trends 2011-2012

DPS Customer Requests

Legend:
- Building Construction
- Customer Management
- Information Request
- Land Development
- Licensing
- Other
- Permitting
- Violation Complaint
- Zoning

CY12 Monthly Call Profile Report

		Oct 2011	Nov	Dec	Jan 2012	Feb	Mar
Building Construction	% of Calls Answered in Over 60 Secs	34%	32%	29%	44%	39%	34%
	Avg Speed Call Answered	1:31	1:23	1:32	2:17	1:55	1:44
	Avg Abandon Time (mins)	4:44	3:54	8:36	6:13	5:36	5:30
	% Calls Abandoned	4.07%	4.18%	7.34%	9%	5.86%	12.36%
	Number of Transfers	1955	1786	1617	1920	2103	2190
Land Development	% of Calls Answered in Over 60 Secs	19%	25%	23%	17%	24%	23%
	Avg Speed Call Answered	0:55	1:16	1:01	0:44	1:13	0:58
	Avg Abandon Time (mins)	3:20	4:52	3:20	2:52	5:57	4:14
	% Calls Abandoned	9.03%	3.76%	5.11%	10.65%	4%	5.36%
	Number of Transfers	141	128	130	151	144	212

The percent of calls answered in over 60 seconds and the average answer speed increased significantly in July for building construction calls.

CY12 Monthly Call Profile Report

		Apr	May	Jun	Jul	Aug	Sep	Oct 2012
Building Construction	% of Calls Answered in Over 60 Secs	19%	23%	19%	28%	24%	25%	21%
	Avg Speed Call Answered	1:44	0:47	1:07	0:52	1:25	0:57	1:04
	Avg Abandon Time (mins)	5:30	2:52	3:38	3:43	4:13	3:47	3:41
	% Calls Abandoned	12.36%	1.55%	2.54%	2.25%	4.08%	2.65%	2.37%
	Number of Transfers	2190	2283	2724	2960	3340	2756	2599
Land Development	% of Calls Answered in Over 60 Secs	14%	10%	11%	19%	13%	21%	16%
	Avg Speed Call Answered	0:32	0:24	0:30	0:52	0:48	1:12	0:36
	Avg Abandon Time (mins)	3:21	1:19	5:10	0:25	6:03	2:24	5:58
	% Calls Abandoned	4.32%	5.23%	4.81%	2.73%	4.02%	3.02%	2.29%
	Number of Transfers	177	145	198	214	191	193	171

The percent of calls answered in over 60 seconds and the average answer speed increased significantly in July for building construction calls.

CY12 Monthly Call Profile Report
Building Construction

	Seconds to Answer Call										
	0-10	11-20	21-30	31-40	41-50	51-60	61-90	91-120	121-150	151+	Over 60 s
Oct	49%	6%	4%	3%	2%	2%	6%	5%	4%	19%	34%
Nov	53%	7%	3%	2%	2%	1%	5%	5%	3%	19%	32%
Dec	51%	9%	4%	3%	2%	2%	4%	4%	3%	18%	29%
Jan	41%	6%	3%	2%	2%	1%	6%	4%	3%	31%	44%
Feb	41%	9%	3%	3%	3%	2%	6%	4%	4%	25%	39%
Mar	49%	8%	3%	2%	2%	1%	5%	4%	3%	22%	34%
Apr	63%	9%	3%	2%	2%	1%	3%	3%	3%	10%	19%
May	61%	11%	2%	1%	2%	1%	3%	3%	2%	15%	23%
Jun	63%	10%	3%	2%	1%	1%	4%	3%	2%	10%	19%
Jul	53%	9%	3%	2%	2%	2%	4%	3%	3%	18%	28%
Aug	57%	10%	4%	2%	2%	2%	4%	4%	3%	13%	24%
Sep	56%	10%	3%	3%	2%	2%	4%	3%	3%	14%	25%
Oct	60%	11%	3%	2%	2%	1%	4%	3%	3%	11%	21%

In recent months, most of the calls are answered in under 10 seconds. The over 60 seconds appears to be highly variable, but is improved since March of 2012.

CY12 Monthly Call Profile Report
Land

	Seconds to Answer Call										
	0-10	11-20	21-30	31-40	41-50	51-60	61-90	91-120	121-150	151+	Over 60 s
Oct	57%	11%	4%	4%	3%	2%	6%	3%	2%	8%	19%
Nov	55%	13%	1%	4%	2%	1%	5%	2%	5%	13%	25%
Dec	63%	9%	1%	2%	2%	1%	5%	2%	2%	15%	23%
Jan	60%	11%	3%	2%	3%	5%	2%	4%	3%	8%	17%
Feb	54%	14%	1%	4%	1%	1%	3%	5%	4%	12%	24%
Mar	58%	10%	4%	2%	0%	3%	5%	6%	2%	10%	23%
Apr	68%	7%	4%	4%	3%	1%	2%	5%	1%	5%	14%
May	81%	5%	1%	2%	0%	1%	1%	2%	1%	6%	10%
Jun	71%	12%	3%	1%	1%	3%	2%	2%	1%	6%	11%
Jul	62%	11%	3%	1%	1%	2%	5%	2%	1%	11%	19%
Aug	65%	12%	3%	4%	3%	1%	3%	2%	2%	7%	13%
Sep	62%	12%	1%	2%	2%	1%	3%	1%	2%	15%	21%
Oct	71%	6%	2%	4%	2%	1%	5%	2%	1%	9%	16%

In recent months, most of the calls are answered in under 10 seconds. The over 60 seconds is improved since March of 2012.

CountyStat