

PRC Service Level Ticks up as Department Rounds out First Year of Measurements

The Pet Resource Center Service Index (PRCSI) finished December with a score of 99.07, up from 97.49 in November. For all of 2019, the PRCSI averaged 97.45. This indicates that, taken together, the PRC's 15 individual measurements of customer service (see table) achieved 97.45% of plan on the year. As this was the department's first complete calendar year of tracking customer service delivery, it cannot be weighed against the prior year. However, the December 3-month moving average (PRCSI-MA3) finished at 99.33, indicating solid momentum heading into 2020. During December, 12 of 15 customer service indicators attained 85% of their monthly goals or higher. While PRC enjoyed a strong month all around, the Accounting team in particular posted an outstanding performance on their three customer service indicators. It also should be noted that respondents to PRC's three customer surveys (Vet Services, Accounting, and Pet Services) scored the staff of all three very high.

What is the Pet Resource Center Service Index?

The index is constructed around the weighted average of 15 indicators that quantify customer service efforts from three broad categories of data: 1) productivity of the staff (doing more for the community with the same resources); 2) customer feedback responses from surveys; and 3) measures of quality control. In order to qualify as a legitimate customer service indicator, three criteria must be met. These criteria are: 1) the staff's ability to largely influence the final outcome; 2) during a typical work week, a fair amount of staff time is needed; and 3) it is normally included as part of a staff member's annual performance review evaluation.

What is a good score?



Values above 100.0 indicate forward progress when it comes to customer service delivery and the index should not dip below 90.0 points (implying 90% goal attainment.) The final scores can also be compared against the growth rates of Hillsborough County's resident population or its labor force as well as prevailing local business conditions. As Hillsborough County government depends upon tax dollars to run the organization, customer service scores exceeding local population growth rates or the growth of the local economy infers good leadership, financial stewardship, and a sincere commitment to the community.

PRC Senior Leadership Team

Scott Trebatoski Pet Resources Director

Vital Signs



PRCSI month-to-month results for 2019



Why are there two index values?

Each month, we provide a monthly index (the PRCSI) and its three-month moving average (the PRC-MA3). Month-to-month movements can be volatile. The monthly index's three-month moving average, the PRCSI-MA3, provides a more consistent picture of the department's customer service delivery. As this is the inaugural PRCSI, there is no PRCSI-MA3 reported.

What do the numbers mean?

A 100.0 value for the monthly index has been associated with customer service efforts moving on par with historical levels or finishing exact-to-goal. Depending on the customer service indicator, monthly results are compared against either the prior year's levels or a goal set out by the department that is challenging, but not out of range. As an example, if the index finished the month at 103.0, this implies that overall customer service efforts are running at a pace +3.0% better than expected. On the other hand, a score of 97.0 would imply that customer service efforts are performing -3.0% less than planned.

TAKING THE PULSE OF PRC CUSTOMER SERVICE

	Customer Service Indicator	Relative Importance	Goal or 1 Year Ago	Latest Date	Latest Data	Preceding Period	1 Year Ago
PRODUCTIVITY	Total Visits to Vet Services Three-month moving avg. as months can be volatile. Productivity gains = more total visits in the same time period.	0.120	2,780	Dec	3,147	3,482	2,780
	Total officer education calls made Based upon officer call results for the month by officer name and type of call.	0.030	5	Dec	7	5	1
	Average total calls per officer Based upon officer call results for the month by officer name and type of call.	0.120	125	Dec	100.0	86.0	120.5
	Licenses processed Three-month moving average as month-to-month can be volatile.	0.060	8,038	Dec	8,820	9,588	8,038
	Spay/neuter vouchers redeemed Three-month moving average as month-to-month can be volatile.	0.040	379	Dec	406	444	379
CUSTOMER FEEDBACK	Adopting family survey Percent of households stating they were educated about their new pet's condition by the Veterinary Services staff.	0.070	100%	Dec	100%	75.0%	NA
	Kind, respectful, prompt service "Service today was provided in a kind, respectful, and prompt manner" (history only goes back to Feb. '18).	0.070	93%	Dec	98.6%	100.0%	93.3%
	Informative, educational service "Service today was informative, educational, and easy to understand" (history only goes back to Feb. '18).	0.070	93%	Dec	100.0%	100.0%	91.3%
	Enjoyable experience "Employees worked together to ensure today's visit was enjoyable" (history only goes back to Feb. '18).	0.070	93%	Dec	98.6%	100.0%	90.3%
	Veterinarian clinic survey Final question of the monthly Vet Clinic survey on 5 point scale - "Overall, were you satisfied with PRC Accounting?"	0.030	4.50	Dec	5.00	4.00	NA
QUALITY	Average weekly volunteer hours Four-week moving average. Source is the weekly hours volunteer report.	0.070	421.64	Dec	301.64	492.88	421.64
	Supervisor kennel inspections Based upon the daily supervisor hourly kennel inspection report (read as a time of day: 9:50 = 9:50 a.m.).	0.090	1000	Dec	1085	1000	NA
	Average inspections per day Based upon the daily supervisor hourly kennel inspection report (seasonally adj.).	0.060	1.75	Dec	1.09	1.72	NA
	Daily supplies - reserve multiple Source is the kennel essentials report.	0.050	1.75	Nov	1.72	1.72	NA
	Food supplies - reserve multiple Source is the kennel essentials report.	0.050	1.75	Dec	2.31	1.74	NA
PRC Service Index (PRCSI)		1.000	≥ 100.0	Dec	99.07	97.49	---

In the Spotlight!



Meet Paris Dunkley, Bite Abuse Investigator.

Paris Dunkley, Hillsborough County's new Animal Bite Investigator, has worked over 21 years for the County. She began her career as an Animal Care Assistant at the Pet Resource Center and in 1999 interviewed and was selected as an Animal Control Officer. In 2010, Paris was promoted to an Animal Abuse Investigator, where she served until her recent selection for a new position that will investigate reported animal bites and help determine if there are ways to prevent some of the bites from occurring. Paris is excited about this assignment. She enjoys a challenge and putting all the pieces together to determine the outcome is very fulfilling. "Many times, I will need to interview multiple people and take photographs, video, collect evidence at the scene for this process to be complete," she said.

