

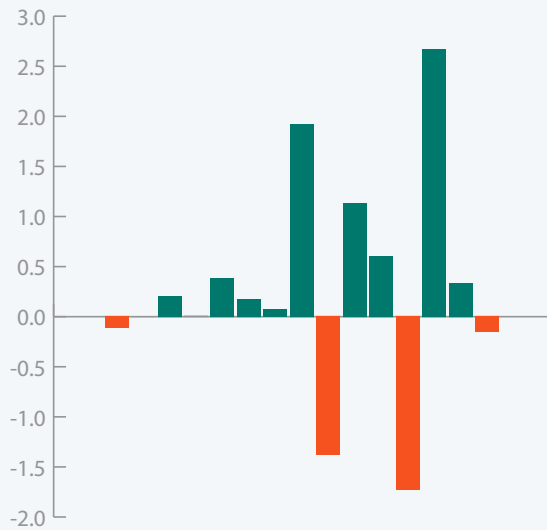
Index points to an Increase in Customer Service Growth in February

Led by improvements in 10 of the 15 customer service measurements, the Pet Resource Center Service Index (PRCSI) increased +4.16 to 102.74 for the month of February. Readings above 100.0 indicate growth in customer service efforts vs. expectations and/or prior year levels depending on the customer service indicator. The index's three-month moving average, PRCSI-MA3, moved down to 102.45 in February from 102.89 in January.

Vital Signs



In this latest period, the PRCSI increased 416 basis points rising from 98.58 to 102.74. The chart illustrates the net effect each of the 15 service indicators had on the index from one month to the next. While some indicators had a negative impact on the month, this does not necessarily mean they finished below goal; it simply indicates that their performance was less so in the most recent month.



Monthly Change in the PRCSI

January PRCSI (start):
98.58

February PRCSI (end):
102.74

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.

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.

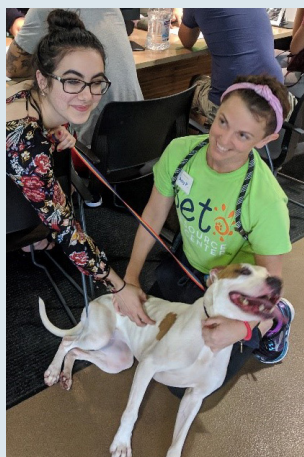
TAKING THE PULSE OF PRC CUSTOMER SERVICE

	Customer Service Indicator	Relative Importance	Goal or 1 Year Ago	Latest Date	Latest Data	Preceding Period	1 Year Ago
PRODUCTIVITY	Surgeries performed Three-month moving avg. as months can be volatile. Productivity gains = more animals treated in the same time period.	0.120	583	Feb	517	569	583
	Total officer education calls made Based upon officer call results for the month by officer name and type of call.	0.030	15	Feb	9	6	New
	Average total calls per officer Based upon officer call results for the month by officer name and type of call.	0.120	125	Feb	112	130	New
	Licenses processed Three-month moving average as month-to-month can be volatile.	0.060	8,937	Feb	8,916	8,648	8,937
	Spay/neuter vouchers redeemed Three-month moving average as month-to-month can be volatile.	0.040	402	Feb	365	498	402
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%	Feb	100%	100%	New
	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%	Feb	98.4%	97.6%	93.4%
	Informative, educational service "Service today was informative, educational, and easy to understand" (history only goes back to Feb. '18).	0.070	93%	Feb	98.4%	93.3%	93.3%
	Enjoyable experience "Employees worked together to ensure today's visit was enjoyable" (history only goes back to Feb. '18).	0.070	93%	Feb	95.2%	93.0%	92.9%
	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	Feb	5.00	1.00	New
QUALITY	Average weekly volunteer hours Four-week moving average. Source is the weekly hours volunteer report.	0.070	360.14	Feb	465.84	435.44	360.14
	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	Feb	982	990	---
	Average inspections per day Based upon the daily supervisor hourly kennel inspection report (seasonally adj.).	0.060	3	Feb	4	3.04	---
	Daily supplies - reserve multiple Source is the kennel essentials report.	0.050	2.00	Feb	1.89	2.44	---
	Food supplies - reserve multiple Source is the kennel essentials report.	0.050	2.00	Feb	2.67	2.22	---
PRC Service Index (PRCSI)		1.000	≥ 100.0	Feb	102.74	98.58	New

In the Spotlight!

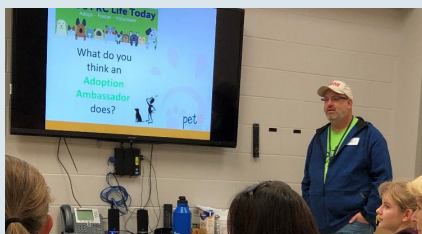
PRC Volunteers

The PRC receives hundreds of hours of donated time from community members every week. Here is what some of our volunteers had to say about their service at the PRC . . .



"Not only does the staff appreciate everything we do they entrust us with many important responsibilities. I am allowed to perform adoption meet and greets with the public, facilitate doggie play groups, and so much more! I feel a sense of camaraderie between the staff and volunteers which makes me look forward to coming in. Best of all, I get to help the dogs in so many capacities."

~ Amy PennyPacker, PRC Volunteer



"Volunteering at the PRC is very rewarding because I have been welcomed into a family of dedicated staff and volunteers who all care as passionately as I do about saving the lives of these pets."

~ Daniel Rapp, PRC Volunteer



"I volunteer because it's the responsible thing to do; to give back to one's community. I volunteer at Hillsborough County Pet Resource Center specifically, because you can't beat the feeling you get when a dog or cat goes from homeless to being loved in a fur-ever home."

~ John Tipton, PRC Volunteer