


## Index Points to an Uptick in Customer Service during August

The Pet Resource Center Service Index (PRCSI) increased nearly 1 full point in August, rising from 94.78 to 95.64 points. This result suggests that overall, combined PRC customer service efforts achieved 95.64% of expectations for the month. There were three modifications made to the PRCSI during August to sharpen the customer service measurements and their goals. These were: 1) total surgeries performed by the veterinary services team was upgraded to total visits of all types; 2) the monthly inventory on-hand goal (a multiple) was lessened to 1.75X from 2.00X; and 3) the goal for the number of educational calls logged by the field officers was adjusted to 5 (these are a small portion of total educational efforts provided by PRC officers). The 3-month moving average (PRCSI-MA3), which helps smooth out month-to-month swings in the index, stands at 95.40.

### 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.

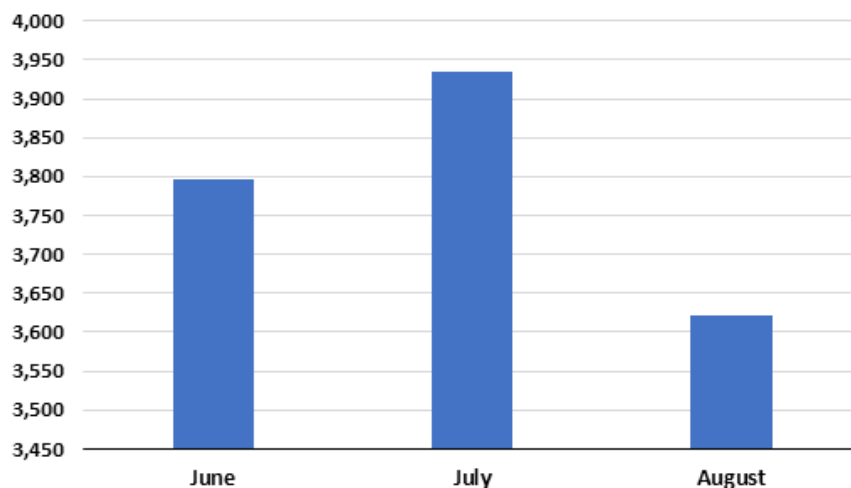
### PRC Senior Leadership Team

**Scott Trebatoski** Pet Resources Director

## Vital Signs



### Veterinary Staff Activity All types of animal services provided



PRC's dedicated veterinary services team performs many services for animals beyond spay/neuter surgeries. Other examples include intake scans, doctor exams, heartworm treatments, wound repair, and tech exams. In June, July, and August, the veterinary services team averaged 3,784 visits per month. August slowed a bit due to the effects of Hurricane Dorian.



### 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                     | <b>Total Visits to Vet Services</b><br>Three-month moving avg. as months can be volatile.<br>Productivity gains = more total visits in the same time period. | 0.120               | 4,082              | Aug         | 3,784        | NA               | 4,082      |
|                                  | <b>Total officer education calls made</b><br>Based upon officer call results for the month by officer name and type of call.                                 | 0.030               | 5                  | Aug         | 2            | 3                | 19         |
|                                  | <b>Average total calls per officer</b><br>Based upon officer call results for the month by officer name and type of call.                                    | 0.120               | 125                | Aug         | 116.8        | 141.6            | 127.2      |
|                                  | <b>Licenses processed</b><br>Three-month moving average as month-to-month can be volatile.   | 0.060               | 11,014             | Aug         | 8,446        | 9,849            | 11,014     |
|                                  | <b>Spay/neuter vouchers redeemed</b><br>Three-month moving average as month-to-month can be volatile.  | 0.040               | 435                | Aug         | 356          | 342              | 435        |
| CUSTOMER FEEDBACK                | <b>Adopting family survey</b><br>Percent of households stating they were educated about their new pet's condition by the Veterinary Services staff.          | 0.070               | 100%               | Aug         | 100.0%       | 90%              | 100%       |
|                                  | <b>Kind, respectful, prompt service</b><br>"Service today was provided in a kind, respectful, and prompt manner" (history only goes back to Feb. '18).       | 0.070               | 93%                | Aug         | 98.5%        | 98.2%            | 96.4%      |
|                                  | <b>Informative, educational service</b><br>"Service today was informative, educational, and easy to understand" (history only goes back to Feb. '18).        | 0.070               | 93%                | Aug         | 98.9%        | 97.4%            | 96.2%      |
|                                  | <b>Enjoyable experience</b><br>"Employees worked together to ensure today's visit was enjoyable" (history only goes back to Feb. '18).                       | 0.070               | 93%                | Aug         | 98.5%        | 95.8%            | 97.3%      |
|                                  | <b>Veterinarian clinic survey</b><br>Final question of the monthly Vet Clinic survey on 5 point scale - "Overall, were you satisfied with PRC Accounting?"   | 0.030               | 4.50               | Aug         | 5.00         | 5.00             | 5.00       |
| QUALITY                          | <b>Average weekly volunteer hours</b><br>Four-week moving average. Source is the weekly hours volunteer report.  | 0.070               | 502.02             | Aug         | 450.41       | 549.51           | 502.02     |
|                                  | <b>Supervisor kennel inspections</b><br>Based upon the daily supervisor hourly kennel inspection report (read as a time of day: 9:50 = 9:50 a.m.).           | 0.090               | 1000               | Aug         | 1099 *       | 1071             | 985        |
|                                  | <b>Average inspections per day</b><br>Based upon the daily supervisor hourly kennel inspection report (seasonally adj.).                                     | 0.060               | 3.00               | Aug         | 2.74 **      | 2.50             | 3.20       |
|                                  | <b>Daily supplies - reserve multiple</b><br>Source is the kennel essentials report.  | 0.050               | 1.75               | Aug         | 1.73         | 1.81             | 1.98       |
|                                  | <b>Food supplies - reserve multiple</b><br>Source is the kennel essentials report.   | 0.050               | 1.75               | Aug         | 1.83         | 1.25             | 2.13       |
| <b>PRC Service Index (PRCSI)</b> |  | <b>1.000</b>        | <b>≥ 100.0</b>     | <b>Aug</b>  | <b>95.64</b> | <b>94.78</b>     | <b>---</b> |

\* Equates to an average of 9:54 a.m. seasonally adjusted (used in the PRCSI calculation)

\*\* Equates to an average of 3.04 inspections per day seasonally adjusted (used in PRCSI calculation)

## In the Spotlight!

### Meet Will Forde, Customer Service Representative



**Q: Why did you want to work at PRC?**

**A:** I love dogs so I thought it would be an interesting place to work.

**Q: How long have you been with the PRC?**

**A:** Almost 12 years; start date 1/8/08.

**Q: What do you enjoy most about your role at PRC?**

**A:** Seeing the pets get homes and the joy of the new pet owners. I also enjoy working with the great people who work here.

**Q: How has it changed since you started?**

**A:** The shelter has definitely changed for the better, more adoptions and less euthanasia. The adoption process now flows much easier.

**Q: Interests, hobbies, etc.?**

**A:** Singing. I am a member of St. John Progressive Missionary Baptist Church where Rev. Banks is the pastor, and I sing in two choirs at the church. I have been a member for 44 years. I also sing in a Community Choir outside of my church. I once participated in karaoke on a cruise ship and thought it was awesome. I enjoyed it so much that I tried it again at a couple other places.

My favorite vacation would be a cruise to anywhere with family/friends!... I love meeting new people because I enjoy learning about life experiences. I am just a people person!

**Q: Do you prefer cats or dogs?**

**A:** Dogs



Mr. Forde as "the Pharaoh."