

## Index Dips Slightly After Strong Score in October

The Pet Resource Center Service Index (PRCSI) finished November with a score of 97.49. This was down 393 basis points from October's high reading of 101.42. This result suggests that, overall, combined PRC customer service efforts are running at 97.49% of expectations for the month. The three-month moving average (PRCSI-MA3), which helps smooth out month-to-month swings in the index, stands at 98.51, meaning that PRC is providing customer service at 98.51% versus plan over the short-run.

In November, six indicators contributed favorably to the month-over-month change, two were unchanged, and seven negatively impacted the index. Two indicators of quality that are tied to daily kennel inspections improved the most during November, while the average number of calls made per field officer, an indicator of productivity, had the greatest moderating impact on the index.

### 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



### Customer service survey responses from PRC visitors regarding the Pet Services Team



The Pet Services team at the PRC asks daily visitors to respond to a short survey over the course of the month. For November 2019, all guests rated their experience as either agreeable or strongly agreeable on the following questions (scores of a 4 or 5 on the 5-point scoring scale with 5 being highest.)

**100%** Kind, respectful, prompt service

**100%** Informative, educational service

**100%** Enjoyable experience

### 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.

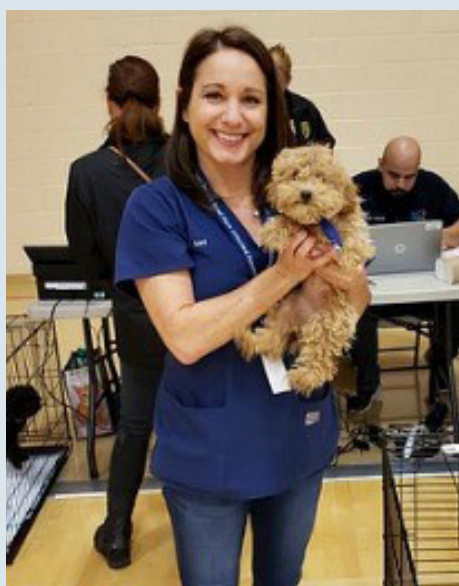
### What do the numbers mean?

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> Three-month moving avg. as months can be volatile. Productivity gains = more total visits in the same time period.	0.120	3,132	Nov	3,482	3,724	3,132
	<b>Total officer education calls made</b> Based upon officer call results for the month by officer name and type of call.	0.030	5	Nov	5	91	5
	<b>Average total calls per officer</b> Based upon officer call results for the month by officer name and type of call.	0.120	125	Nov	86.0	115.5	114.0
	<b>Licenses processed</b> Three-month moving average as month-to-month can be volatile.	0.060	8,294	Nov	9,588	9,528	8,294
	<b>Spay/neuter vouchers redeemed</b> Three-month moving average as month-to-month can be volatile.	0.040	443	Nov	444	412	443
CUSTOMER FEEDBACK	<b>Adopting family survey</b> Percent of households stating they were educated about their new pet's condition by the Veterinary Services staff.	0.070	100%	Nov	75.0%	75.0%	NA
	<b>Kind, respectful, prompt service</b> "Service today was provided in a kind, respectful, and prompt manner" (history only goes back to Feb. '18).	0.070	93%	Nov	100.0%	98.3%	94.9%
	<b>Informative, educational service</b> "Service today was informative, educational, and easy to understand" (history only goes back to Feb. '18).	0.070	93%	Nov	100.0%	97.7%	94.9%
	<b>Enjoyable experience</b> "Employees worked together to ensure today's visit was enjoyable" (history only goes back to Feb. '18).	0.070	93%	Nov	100.0%	98.3%	94.8%
	<b>Veterinarian clinic survey</b> Final question of the monthly Vet Clinic survey on 5 point scale - "Overall, were you satisfied with PRC Accounting?"	0.030	4.50	Nov	4.00	5.00	NA
QUALITY	<b>Average weekly volunteer hours</b> Four-week moving average. Source is the weekly hours volunteer report.	0.070	555.83	Nov	492.88	423.25	555.83
	<b>Supervisor kennel inspections</b> Based upon the daily supervisor hourly kennel inspection report (read as a time of day: 9:50 = 9:50 a.m.).	0.090	1000	Nov	1000	1375	NA
	<b>Average inspections per day</b> Based upon the daily supervisor hourly kennel inspection report (seasonally adj.).	0.060	3.00	Nov	3.17	2.12	NA
	<b>Daily supplies - reserve multiple</b> Source is the kennel essentials report.	0.050	1.75	Nov	1.72	1.72	NA
	<b>Food supplies - reserve multiple</b> Source is the kennel essentials report.	0.050	1.75	Nov	1.74	1.80	NA
<b>PRC Service Index (PRCSI)</b>		<b>1.000</b>	<b>≥ 100.0</b>	<b>Oct</b>	<b>101.42</b>	<b>96.63</b>	<b>---</b>

## In the Spotlight!



### Meet Lori Penrod, a supervisor with PRC for over 7 years.

I have been working in the veterinary field for over 20 years:

- Emergency medicine
- Exotics and wildlife
- Private practice
- Shelter medicine

Shelter medicine by far has been the most rewarding for me. I started as a technician for Pet Resources and am now a supervisor. The impact we make here on the lives of animals makes me very proud to be part of a wonderful team! Pet Resources is where my heart is.

