## Index Points to Slightly Moderation in July Customer Service Delivery

The Pet Resource Center Service Index (PRCSI) for July 2020 closed down slightly from the prior month, closing at 98.80. The 98.80 reading indicates that, on a combined basis, the PRC's customer service measurements achieved 98.80% of plan. July was 2020's second-best month to date (see chart). Reduced results from one quality measurement (on-hand food reserves) and one productivity measurement (spay/neuter vouchers redeemed) primarily drove July's decline. The importance of food inventory management as a customer service measurement was explained in last month's report, but the spay/neuter vouchers are an example of how the PRC works to protect Hillsborough's animal population while educating the public. Additionally, another customer service indicator was introduced this month, serving as a measure of productivity: the multiple of total veterinary services department treatments given-to-total animal visits (see chart).

Pet Resource Center Service Index by Month.
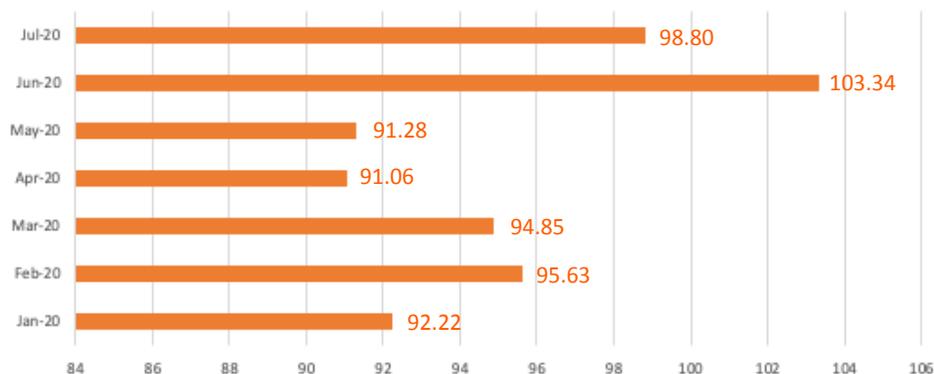
Data collection credit: Andy Melville-Lyon, Business Systems Department Specialist

Veterinary Services: Total Treatments-to-Total Visits (expressed as a multiple X)steadily.
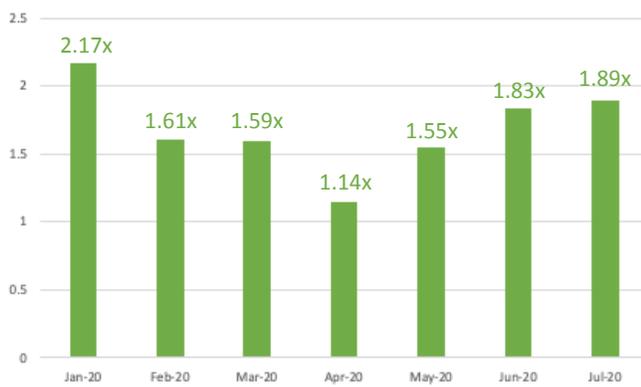
Understanding the chart: The multiples show the average number of treatments given to the animals as provided by the Veterinary Services team. In effect, this multiple is both a measure of productivity and quality as the staff assists each animal in their charge as best that they can. In July, there were 2,165 animal visits with 4,091 treatments provided, a multiple of 1.89X. The FVRCP, a necessary vaccine for cats, was the number one treatment provided with 734 for the month.

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.

Customer Service Indicator	Relative Importance	Basis or 1 Year Ago	Latest Date	Latest Data	Preceding Period	1 Year Ago
CUSTOMER FEEDBACK						
Adopting family survey Satisfaction rating with the Veterinary Services staff using a 1 to 10 point scale.	0.143	8	July	10	9	NA
Veterinarian clinic survey Final question from the monthly Accounting Dept. survey on 5-point scale - "Overall, were you satisfied with PRC Accounting?"	0.143	4.50	July	5.00	5.00	5.00
PRODUCTIVITY						
Treatments-to-total visits Multiple of total treatments by Veterinary Services-to-total individual visits	0.143	1.75	July	1.89	1.83	1.85
Licenses processed - 1 FTE Three-month moving average, as month-to-month can be volatile. Only one staff person processes licenses.	0.143	9,849	July	8,485	7,738	9,849
Spay/neuter vouchers redeemed Three-month moving averages, as month-to-month can be volatile.	0.143	342	July	250	216	342
QUALITY						
Average weekly volunteer hours Weekly volunteer hours (4-week moving average)	0.143	83.12	July	90.35	62.34	549.51
Food supplies - reserve multiple Ratio of dog and cat food supplies by type-to-minimum on-hand goal (X)	0.143	1.75	July	1.38	2.32	1.25
PRC Service Index (PRCSI)	1.001	≥ 100.0	July	98.80	103.34	94.78

In the Spotlight!

Meet Our Pet Resources Business Systems Specialist/Trainer

As a kid growing up playing with chameleons on the bushes outside his home in Kenya, Andy Melville-Lyon had no idea he would eventually end up teaching Pet Resources staff members about their software called Chameleon and its many uses in shelter animal welfare, adoptions, veterinary care, tags and licenses, and animal control, to name a few.

Utilizing his vast experience in customer service, including Customer Service Supervisor at PRC, teaching and technical implementations, it was a natural fit for Andy to become the department's first business systems specialist and trainer. Andy has had a hand in many of our service innovations including the use of video monitors outside of kennels to highlight our pets, the online ADOPT program and greater use of our software to spot trends in sheltering. And, now, he's passing his knowledge on to all our Pet Resources staff.

PRC Senior Leadership Team

Scott Trebatoski Pet Resources Director