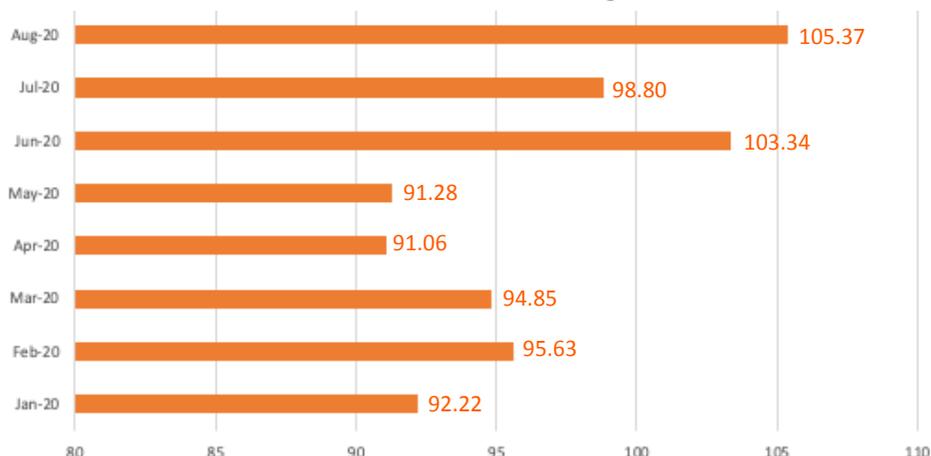


## Index Suggests Customer Service Increased Substantially in August

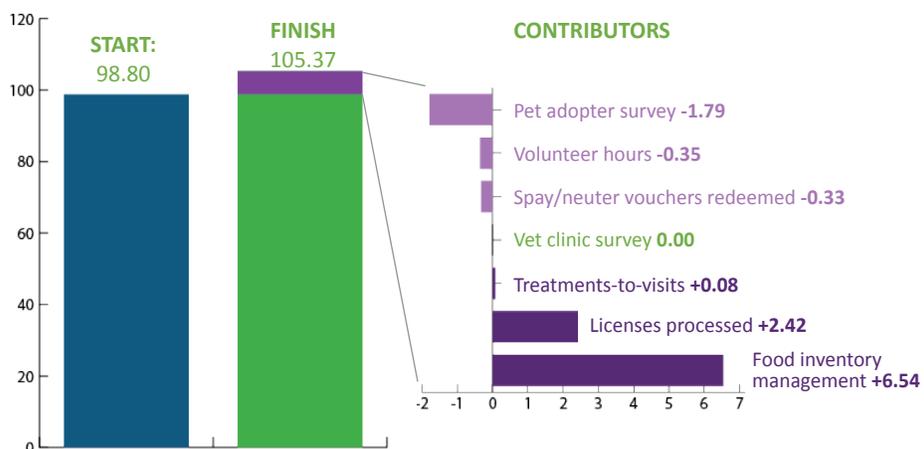
The Pet Resource Center Service Index (PRCSI) surged during August from 98.80 to 105.37. The 105.37 reading means that, on a combined basis, the customer service measurements exceeded plan by +5.37%. With respect to customer service delivery, August was the best performing month over the past year. All the department's customer service indicators improved from July, or at least achieved their goals. In terms of the favorable 657 basis point change in the PRCSI from July to August, the top indicators – beginning with the largest contributor – were the food reserve multiple, licenses processed, and the ratio of Vet Services' total treatments-to-total visits.

## Pet Resource Center Service Index by Month.



Data collection credit: Andy Melville-Lyon, Business Systems Department Specialist

## Contributors to the August 2020 PRCSI Gain



**Note:** A negative value in the above chart (Chart #2) does not mean that the customer service indicator is underperforming, simply that versus the prior month, its result was lower. The indicator may have still achieved its monthly goal.

### 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	Basis or 1 Year Ago	Latest Date	Latest Data	Preceding Period	1 Year Ago
<b>CUSTOMER FEEDBACK</b>						
<b>Adopting family survey</b> Satisfaction rating with the Veterinary Services staff using a 1 to 10 point scale.	0.143	8	Aug	9	10	NA
<b>Veterinarian clinic survey</b> Final question from the monthly Accounting Dept. survey on 5-point scale - "Overall, were you satisfied with PRC Accounting?"	0.143	4.50	Aug	5.00	5.00	5.00
<b>PRODUCTIVITY</b>						
<b>Treatments-to-total visits</b> Multiple of total treatments by Veterinary Services-to-total individual visits	0.143	1.75	Aug	1.90	1.83	1.92
<b>Licenses processed - 1 FTE</b> Three-month moving average, as month-to-month can be volatile. Only one staff person processes licenses.	0.143	8,846	Aug	9,121	8,485	8,846
<b>Spay/neuter vouchers redeemed</b> Three-month moving averages, as month-to-month can be volatile.	0.143	356	Aug	252	250	356
<b>QUALITY</b>						
<b>Average weekly volunteer hours</b> Weekly volunteer hours (4-week moving average)	0.143	90.35	Aug	95.97	90.35	450.41
<b>Food supplies - reserve multiple</b> Ratio of dog and cat food supplies by type-to-minimum on-hand goal (X)	0.143	1.75	Aug	2.18	1.38	1.83
<b>PRC Service Index (PRCSI)</b>	1.000	≥ 100.0	Aug	105.37	98.80	95.64

## In the Spotlight!

### "Real-Life Rooms"

"Real-Life Rooms" are a part of Pet Resources' effort to address pets' mental, as well as physical, conditions.

Pet Resources recently outfitted two rooms at the shelter with the trappings of typical living quarters. The rooms help certain dogs adapt to home life and give PRC behavior specialists a better feel for how a pet might assimilate when adopted.

Staffers can swap out furniture and other amenities depending on a dog's behavior. For instance, if an animal likes to curl up with a certain toy or blanket, the item is placed prominently in the room. If a dog urinates on a rug, the rug is removed until the animal adjusts to its surroundings. Real-life rooms give under-socialized dogs an opportunity to adjust to the trappings of a typical home.

The initiative is part of Pet Resources' increasingly holistic approach to the dogs and cats temporarily in its care. An animal's physical condition remains a priority: caring for injuries, treating illnesses, administering vaccinations, bathing, and so forth. But the PRC places equal emphasis on each pet's sense of well-being and behavior.

In addition to real-life rooms, there are expanded pet fostering programs, an initiative to identify "working" cats who prefer barns to living rooms, and a team of staffers that supports pet owners who otherwise might turn in their animals at the shelter. More than 80 Pet Resources staffers have passed the online Fear Free Shelter course that emphasizes the importance of a pet's mental and emotional health.



Above: Bruto in one of the PRC's Real-Life Rooms.



Right: Bruto and Jordan Hayes, coordinator of Pet Resources' Wellness Team.

### PRC Senior Leadership Team

**Scott Trebatoski** Pet Resources Director

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