

## Index Suggests Slower, but Strong Customer Service Growth in October

The Pet Resource Center Service Index (PRCSI) retreated in October following September's record month. The index fell from 116.50 to 105.80. The 105.80 reading means that on a combined basis, the PRC's customer service measurements exceeded plan by +5.8%. This lands in the middle of the desired 100.0 to 110.0 range, meaning that the customer service standards are neither too soft nor too aggressive. Clearly impacted by the COVID-19 pandemic last spring, volunteerism has gradually recovered (chart). Volunteerism is a useful customer service measurement when not affected by external forces like COVID-19 as it signals the community's confidence and respect for what the PRC does for animals in its charge every day.

### What is the Pet Resource Center Service Index?

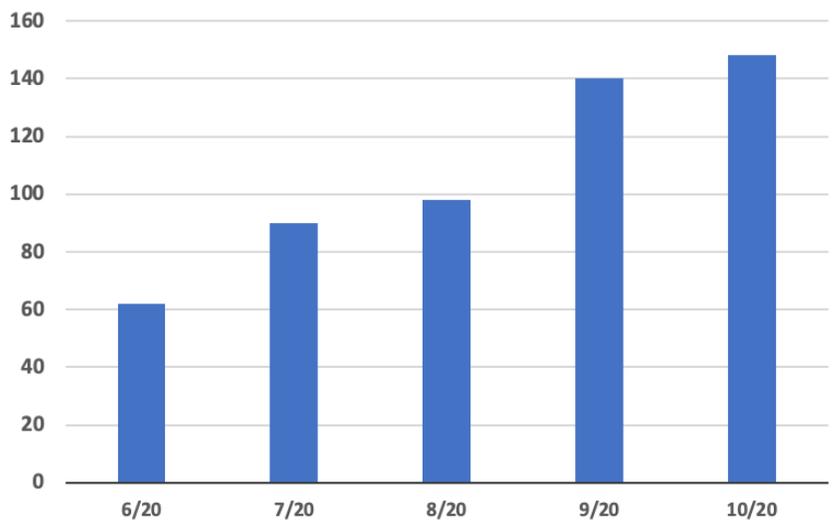
The index is constructed around the weighted average of 15 indicators that quantify customer service efforts from three broad categories of data: 1) productivity of the staff (doing more for the community with the same resources); 2) customer feedback responses from surveys; and 3) measures of quality 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.

## Vital Signs



### Weekly Volunteer Counts

Average hours donated per week at the PRC are continuing to climb since the start of the summer season.

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

### 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><br>Satisfaction rating with the Veterinary Services staff using a 1 to 10 point scale.   | 0.143               | 8                   | Oct         | 9.43        | 9                | NA         |
| <b>Veterinarian clinic survey</b><br>Final question from the monthly Accounting Dept. survey on 5-point scale - "Overall, were you satisfied with PRC Accounting?" | 0.143               | 4.50                | Oct         | 4.00        | 5.00             | 5.00       |
| <b>PRODUCTIVITY</b>  |                     |                     |             |             |                  |            |
| <b>Treatments-to-total visits</b><br>Multiple of total treatments by Veterinary Services-to-total individual visits  | 0.143               | 1.75                | Oct         | 1.99        | 2.02             | 1.64       |
| <b>Licenses processed - 1 FTE</b><br>Three-month moving average, as month-to-month can be volatile. Only one staff person processes licenses.                      | 0.143               | 9,528               | Oct         | 8,777       | 9,224            | 9,528      |
| <b>Spay/neuter vouchers redeemed</b><br>Three-month moving averages, as month-to-month can be volatile.  | 0.143               | 412                 | Oct         | 295         | 321              | 412        |
| <b>QUALITY</b>   |                     |                     |             |             |                  |            |
| <b>Average weekly volunteer hours</b><br>Weekly volunteer hours (4-week moving average)  | 0.143               | 139.97              | Oct         | 147.87      | 139.97           | 425.24     |
| <b>Food supplies - reserve multiple</b><br>Ratio of dog and cat food supplies by type-to-minimum on-hand goal (X)  | 0.143               | 1.75                | Oct         | 2.89        | 3.25             | 1.67       |
| <b>PRC Service Index (PRCSI)</b>   | 1.001               | ≥ 100.0             | Oct         | 105.80      | 116.50           | 96.63      |

## In the Spotlight!

### Meet Chris Wharton, Veterinary Technician

**Q: 20 years is amazing. What's kept you here at PRC all these years?**

**A:** Being a public servant and knowing I'm a part of a team that is making a difference in the community. We're not the stereotypical "Dog Pound" I think people would assume. We're a progressive shelter and we are constantly developing ways to do so much for the welfare of our animals.

**Q: What's the best part of your job?**

**A:** Helping the lives of stray pets and the citizens of Hillsborough County who are in need of our help for their pets. We're not only here to help pets, we are here to help the citizens who are in need for other reasons. We can provide help and resources to their animals, which will keep pets with their families.

**Q: What's the biggest change(s) you've seen over the 20 years?**

**A:** The constant evolvement of our shelter is helping us to save as many lives as we can. The results are our adoption rate being the highest in my time here. It's truly amazing the progress that has been made since 2000.

**Q: Have you ever adopted a pet from PRC? If so, please share the story.**

**A:** One dog and three cats over the 20 years I've been at the shelter. Each one chose me, and I accepted.

**Q: If you weren't in veterinary medicine, what profession do you think you'd have entered instead?**

**A:** Starving artist.



### PRC Senior Leadership Team

**Scott Trebatoski** Pet Resources Director

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