

## MEMORANDUM

**TO:** Jessica Vega Pederson, Multnomah County Chair

**FROM:** Margi Bradway, Director, Department of Community Services  
Erin Grahek, Director, Multnomah County Animal Services  
Bud Garrison, Project Manager, Multnomah County Animal Services

**CC:** Gareth Prior, Policy Advisor  
Travis Graves, Interim Chief Operating Officer

**DATE:** September 27, 2024

The purpose of this memorandum is to provide an update on the project management activities addressing the concerns of the 2023 review, and the implementation of the MCAS Phase 3 Strategic Plan. This report covers activities for the month of August 2024 and represents the status of MCAS projects at a static point in time, as of the date of this memorandum.

### SUMMARY

MCAS has developed a [dashboard](#) showing real-time status of recommendations and projects.

### PROJECTS IN-PROGRESS

Priority	Project	Notes
1. Safety and well-being of pets in our care.	Animal Enrichment	Besides ongoing enrichment activities, MCAS is developing a communication plan. Once this is complete this project will be moved to an ongoing operational program.
2. Policy and procedure standardization and accountability.	Behavior Documentation	Process improvement work is ongoing to ensure that the work is being done to standards.
3. Culture/change management and transparency.	Informational Hub	The second retreat for managers to review policies is scheduled for 10/16/24 to review high priority policy updates.



4. Culture/change management and transparency.	Phone System and WaitWhile Project	In place. Testing with new functionality and workflows is in progress.
5. Volunteer management, hiring and onboarding; right-sizing staff with identifiable methodology.	Onboarding/Training Plan	New volunteer training materials are being added to the DCS Training Requirements spreadsheet and training content continues to be developed.
6. Data integrity/quality analysis.	Data Integrity and Reporting Workgroup	Underway. The remaining task will need to be coordinated with partner organizations and Shelter Animal Counts. Rescheduling project to account for this scope.
7. Safety and well-being of pets in Animal Services' care.	Expand In-house Spay and Neuter Program	Completed. RFP-147-2024 has been created to expand the veterinary partnerships to offer spay and neuter surgeries, vaccinations, and microchipping for pre and post adoption animals.
8. Culture/change management/transparency.	Community Advisory Committee (CAC)	The CAC is underway, and the first committee meeting was this week.
9. Culture/change management/transparency.	Foster Program Updates	MCAS will be onboarding a second full-time foster staff, due to FY 2025 budget increases. The foster program is being reassessed to accommodate additional staff.

