Multnomah County Animal Services

Department of Community Services

MEMORANDUM

TO:	Jessica Vega Pederson, Multnomah County Chair
CC:	Hayden Miller, Policy Advisor Serena Cruz, Chief Operating Officer
FROM:	Margi Bradway, Director, Department of Community Services Erin Grahek, Director, Multnomah County Animal Services Bud Garrison, Project Manager, Multnomah County Animal Services
SUBJECT:	MCAS Project Management November Status Report
DATE:	December 18, 2023

The purpose of this memorandum is to provide an update on the project management activities to address the concerns of the 2023 Review and the implementation of the MCAS Phase 3 Strategic Plan. The updates for this report covers activities for the month of November 2023.

<u>Summary</u>

We have developed a dashboard that shows a real-time status of our recommendations and project status. You can view that dashboard using the following link:

https://app.smartsheet.com/b/publish?EQBCT=35b1d720f8124131a821aafbd00833e1

This month we continue our work to update and develop policies and work instructions necessary to support our operational model. Highlights of this work are:

- Developed central storage locations and initiated a project to centralize and review all existing policies, procedures and forms.
- Documents Approved and Published:
    - Creating, Approving, and Posting a Policy, Work Instruction, or Form
    - Template for Policy and/or Work Instruction
    - MCAS Definitions
    - Data Integrity Check and Monthly Report Procedure
    - Euthanasia Policy

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- Reconciling the Euthanasia Activity Log to ShelterBuddy Reports Procedure
- Policy for Placement Eligibility and Pathway

- Documents Pending Approval
    - Adoption Policy and Expectations
    - Donation / Community Free Shelf Policy
    - Be on the Look Out (BOLO) Work Instruction (Connected to recommendations around workplace safety)

The project work that has been updated during the month:

<u>Completed Projects:</u>

Priority	Project	Notes
6. Data integrity/quality analysis	Data Integrity check procedure	Procedure has been approved. Checklists are used for the generation of monthly reports
2. Policy and procedure-standardization, accountability	Euthanasia Reconciliation Procedure	Procedure has been approved and is being used to reconcile each months reports
1. Safety and wellbeing of pets in our care	Pathway Planning	Policy on pathway planning has been updated and approved.

<u>In Progress Projects:</u>

Priority	Project	Notes
5. Facilities and plant improvements/plans	New Facility Programming/Conceptual Planning	Conceptual planning process is nearing completion. Multiple meetings with DCA, DCS and architects to refine the conceptual design and include a full range of options
2. Safety and wellbeing of pets in our care	Animal Enrichment	Full project plan and budget have been developed. New Staff are onboard and trained. The Enrichment calendar is being tested extensively. Play groups are in place on multiple days.

2. Policy and procedure-standardization, accountability	Behavior/Enrichment Documentation Policy	Behavior documentation has been split off to its own project. Work is in process to document expectations for all staff on when to document. Standard protocol has been developed that all staff are to communicate all known facts about an animal to adopters, fosters and transfer partners.
4. Culture/change management/transparency	Informational Hub	Procedure for posting is approved and in place. Central location for all documents has been developed. A procedure for gathering all documents for review and posting is in place. Final updates to the hub prior to communication are in progress.
4. Culture/change management/transparency	Phone System and WaitWhile Project	New prompts and new messages are in the final stages of testing.
3. Volunteer management/hiring/onboarding; right sizing staff with identifiable methodology	Onboarding/Training Plan	MCAS is participating in the DCS wide training initiative that started in November. We have identified a point person for Workday learning integration and the managers and supervisors are updating training topics to coincide with the DCS initiative.
5. Facilities and plant improvements/plans	Facility Improvements	2 of the 3 improvements recommended in the 2018 DPFL consulting engagement have been completed. The 3rd improvement, adding visual barriers to the back of kennels, will incur considerable costs. MCAS is working to get a full budget and also looking at possible alternative solutions. This will extend the end date for the facilities improvement project.
6. Data integrity/quality analysis	Data Integrity and Reporting Workgroup	Significant improvements to the monthly reports are done and integration with https://www.shelteranimalscount.org is complete. The 2 recommendations stated in this project are long term goals that will require 3rd party

		vendor work and significant work with our ASAP Partners so we can report across the region. Scheduling the project to mid 2024.

This document represents the status of MCAS projects at a static point in time as of the date of this memorandum.