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## 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:** Hayden Miller, Policy Advisor  
Serena Cruz, Chief Operating Officer

**DATE:** February 20, 2024

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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 January 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](#) that shows real-time status of recommendations and projects.

This month MCAS continues to update and develop policies and work instructions necessary to support its operational model. Highlights of this work are:

- Documents Under Revision or Pending Approval
  - Adoption Policy and Expectations
  - MCAS Be On the Lookout (BOLO) Template
  - Impoundment of Animals
  - Client Information Request Policy
  - Admission Behavior Pathway Work Instruction
  - Public Appeal Hearing Recording and Streaming Procedure
  - Information on Handling Animals Exposed to Human Biohazard
  - MCAS Document Inventory Processes and Procedures

**PROJECTS IN-PROGRESS**

Priority	Project	Notes
1. Safety and well-being of pets in our care	Animal Enrichment	The enrichment calendar that guides in-kennel enrichments for dogs, cats and small animals is in place and being performed daily. Dog play groups are happening multiple days a week and are being expanded as the staff gain more experience and efficiency. Animals with special needs are being identified and individual enrichment plans are being implemented.
2. Policy and Procedure standardization and accountability	Behavior Documentation	Behavior assessment documentation procedures have been developed and tested with staff. Documentation expectations are being developed and tested for field services, volunteers and observations during enrichment.
3. Culture/change management and transparency	Informational Hub	Training for the MCAS Informational Hub is in development for leadership and staff. Targeting all-staff release on March 14, 2024.
4. Culture/change management and transparency	Phone System and WaitWhile Project	Phone system updates are complete. Testing on the WaitWhile application continues. with a potential initial project release in February 2024.

<p>5. Volunteer management, hiring and onboarding; right-sizing staff with identifiable methodology</p>	<p>Onboarding/Training Plan</p>	<p>MCAS has decided to integrate the onboarding of volunteers using the DCS Human Resources on-boarding process. Volunteer training is being added to the DCS Training Requirements spreadsheet and training content continues to be developed.</p>
<p>6. Data integrity/quality analysis</p>	<p>Data Integrity and Reporting Workgroup</p>	<p>The two recommendations related to this item are long-term goals that will require third party vendor work and significant coordination with our ASAP Partners so we can report across the region. Planning these recommendations for mid-2024.</p>
<p>7. Safety and well-being of pets in Animal Services' care</p>	<p>Expand In-house Spay and Neuter Program</p>	<p>New vet is onboarded. Currently hiring for a CVT to support in-house work. Continuing the work with other entities to support the Spay and Neuter Program.</p>
<p>8. Culture/change management/transparency</p>	<p>Community Advisory Council</p>	<p>Internal core planning team has been identified, scope and planning meetings have been scheduled. Currently in the process of developing a timeline and potential members.</p>
<p>9. Culture/change management/transparency</p>	<p>Foster Program Updates</p>	<p>Project rescheduled due to staff availability. Will start in March 2024. Multiple goals for the 2024 Foster Program have been established. Kick-off meetings are scheduled.</p>