



TO: Chair Jessica Vega Pederson

CC: Serena Cruz, Chief Operating Officer

FROM: Margi Bradway, Director, Department of Community Services
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SUBJECT: MCAS Review Phase 3 and Strategic Plan

DATE: Sep 12, 2023

MCAS STRATEGIC WORK PLAN

1. Introduction

In January 2023, Chair Vega Pederson had directed her staff and the Department of Community Services to conduct a multi-stage, [comprehensive review](#) after a series of service, staffing and capacity crises severely impacted Multnomah County Animal Services (MCAS) in the Chair's first few days in office.

This Strategic Work Plan will serve as the guiding document to implement Phase 3 of the Chair's review and provides the structure for on-going project portfolio management and process improvement efforts at MCAS.

2. Guiding Principles

The following principles will be used to guide our process improvement efforts.

- A) Transparency in all levels of decision making, reporting and communication whenever possible;
- B) Accountability;
- C) Staff and volunteer inclusion in improvement efforts and in decisions involving their work;
- D) Community engagement, centered within an equity framework; and



- E) Data driven, evidence based operations and policy management. Potential sources of evidence basis are:
- a) University of Wisconsin School of Veterinary Medicine, Shelter Medicine Program. <https://www.uwsheltermedicine.com/>
 - b) Association of Shelter Veterinarians Guidelines for Standard of Care in Animal Shelters. <https://www.sheltervet.org/resources/guidelines-for-standards-of-care>

3. Plan Development Methodology

Phases 1 and 2 of the Shelter review outlined a significant number of recommendations from 5 sources:

- 2016 MCAS Audit and the 2018 Audit Review
- 2018 DPFL Consult
- 2020 - 2023 University of Wisconsin Joint Project
- 2020 MCAS Transformative Journey Project Recommendations
- 2023 Community Survey

In the development of this plan we have endeavored to honor and protect the original wording and categorization of the recommendations from each source. However, in developing an ongoing project portfolio management methodology it is necessary to group the recommendations into prioritized groups with accompanying priorities. MCAS leadership has developed the following priorities to guide the ongoing categorization of all project work:

1. Safety and wellbeing of pets in our care;
2. Policy and procedure standardization and accountability;
3. Volunteer management, hiring and onboarding, and rightsizing staffing levels with identifiable methodology;
4. Culture change, change management and transparency;
5. Facilities and plant improvements and plans; and
6. Data integrity and quality analysis.

4. Project Portfolio Governance, Staging and Priorities

Overall oversight of this work will be the responsibility of the Department of Community Services (DCS) Director and the Office of the Chief Operating Officer (COO). The MCAS Leadership Committee, through the Division Director, shall provide regular updates to the DCS Director and COO on project status, prioritization, and staging. The Chair's Office and Board of County



Commissioners shall provide overall policy direction and prioritization of the work plan. The Board will be briefed on a regular basis on the work plan.

The MCAS Leadership Committee is the responsible authority for implementation, including assigning the priority and staging for each project.

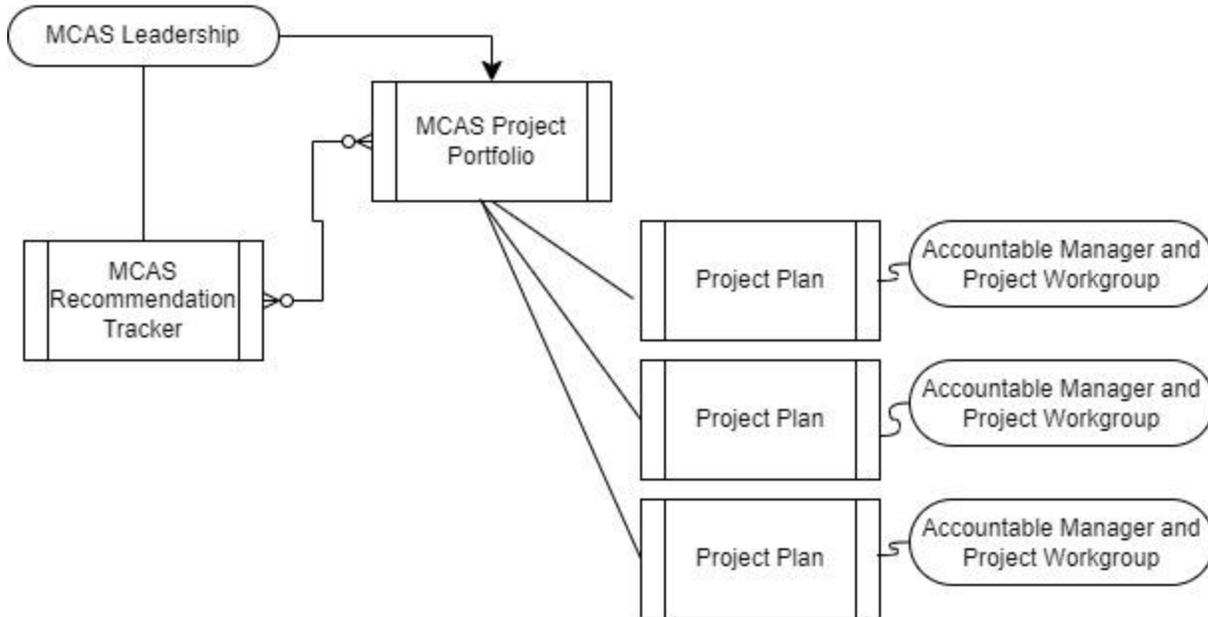
The Leadership Committee will assign an accountable Manager to each project. The accountable manager will work with the project manager to assemble a project team, build task lists and assign deliverable timelines. The project manager while working with the accountable manager will report status, timelines, risks and roadblocks back to the leadership committee for update and resolution.

The Leadership Committee working with the project manager has reviewed all recommendations that have not been completed. Similar or overlapping recommendations have been grouped into projects. All projects that will be moving forward have been assigned accountable managers and have been slotted with estimated delivery dates. Projects not assigned to recommendations will be entered into the MCAS Project Portfolio System and will follow the same governance structure. Once all recommendations from the 2023 review have been addressed, the recommendation tracker will be archived and the remaining project management tools will be utilized to support the ongoing process improvement efforts.

The following graphic shows the relationship of the project governance structure and the associated project management tools which will be utilized for all current and future MCAS project work.

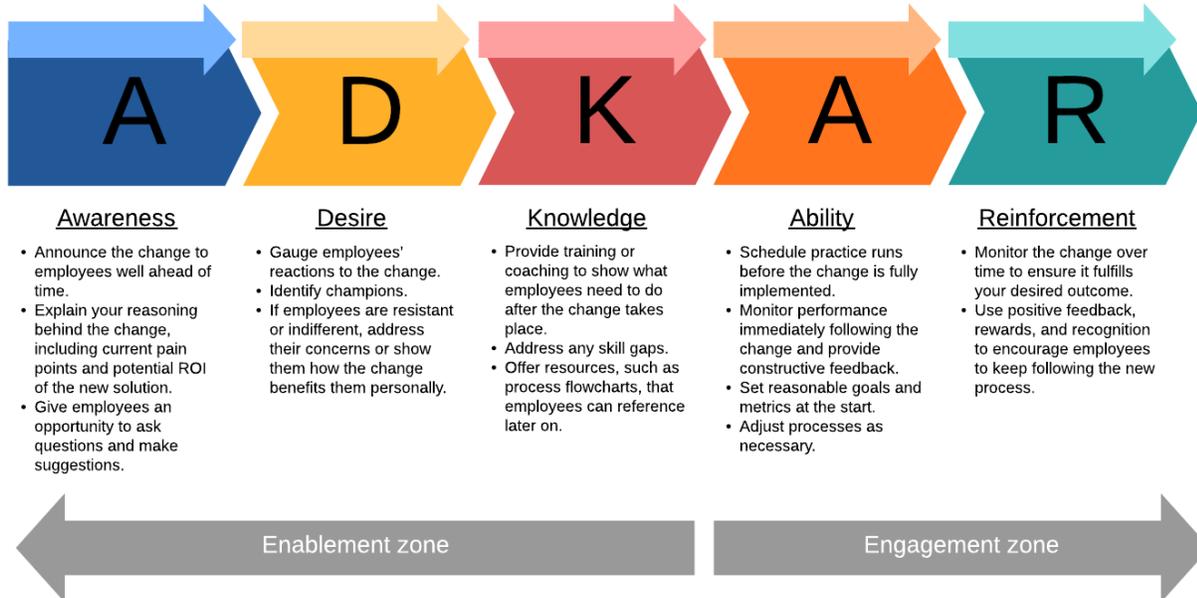


MCAS Project Governance Structure



5. Change Management

This work and all future quality improvement efforts will be rooted in an equity approach, consistent with the direction and values of Multnomah County and Department of Community Services Mission and Values. It will reflect the shift in the Animal Welfare industry from an enforcement model to an engagement model, centered in preservation of the human/animal bond. This is work that has begun over the last several years at MCAS, and which will have renewed and deepened focus moving forward. In implementing this plan and associated and future projects it is critical to address the impact on all staff and volunteers. MCAS leadership and all project teams will assess the change management impact of each project using the ADKAR model. The model as outlined below is in line with the County's Change Management group standards. When necessary, Central Human resources Organizational Change Group will be included to assist with change efforts.



Change management efforts rooted in application of Multnomah County's Equity and Empowerment Lens will help to ensure staff and volunteer engagement in the work and the outcomes and lead to greater community engagement and trust in MCAS as an organization and community partner.

6. Work Completed Since Review

The following recommendations have been grouped by MCAS Leadership's priority categories and has been completed since the the conclusion of Phase 1 of this review:

A) Safety and wellbeing of pets in our care

- Create an Animal Enrichment coordinator position to work under the new CCS position to emotionally and behaviorally maintain daily playgroups and other out-of-kennel opportunities.
- Create a daily task list to ensure every dog has their needs met daily.
- Create an intake exam handling recording system.
- Identify and prioritize dogs that are struggling behaviorally for extra care and a shelter exit plan.
- Implement "Give a Dog a Bone" program for dogs in security to provide enrichment without contact.
- Improved daily rounds.



- Institute a daily rounds program that includes, at minimum, 1) a rounds team involving people from different shelter units, 2) daily decision-making that is clear and specific, and 3) documentation of rounds' observations, decisions, and actions.
- Move from a standardized Behavioral Assessment to a “checkpoint system”.
- Prioritize time for Animal Care Technicians (ACT) and Animal Care Aides (ACA) to participate in enrichment activities with the animals through schedule changes; Canine Care Specialist (CCS) mentor appropriate staff; management maintain staff focus.
- Provide adoption counseling. Counselors need to give enough information about the dogs or their needs, including full and accurate medical histories, before allowing any adoptions.
- Reallocate CCS job from 25% behavioral assessments, 25% enrichment activity, 25% supervising animal “flow” through shelter, and 20% data entry and reporting to 80% - 95% of their time ensuring enrichment for every dog in the facility, primarily by shifting those other responsibilities to the volunteer and / or admin. staff. Also utilize ACTs, ACAs, and volunteers for enrichment through shadowing with the CCS.
- Remediate the cooling issues in all dog kennels as soon as possible.
- Revised intake process to focus care on animals that need it most (2019)
- Revised pathway and care planning (2020); enrichment of communications between staff units through database management (2022).
- Support Animal Services in getting access to criminal background information.
- Provide training to improve playgroups.

B) Policy and procedure-standardization, accountability

- Develop and implement standard operating procedures for areas that lack them.
- Establish a policy that provides parameters for when it is safe to rehome animals.

C) Volunteer management/hiring/onboarding; right sizing staff with identifiable methodology

- Complete a comprehensive review of staffing needs and submit a request to the Board of County Commissioners for increased staffing (2023).
- Comprehensively study total staffing needs, and advocate to the Board of County Commissioners for increased staffing as necessary to help protect the health of the animals in shelter care, including: 1) increasing staffing for cleaning and feeding to meet National Animal Care & Control Association guidelines, 2) ensuring adequate staffing to provide the shelter's animals with daily enrichment and consistently prompt behavioral health care.
- Maintain documentation of all training.
- Provide Animal Services with the funding to increase staffing as needed to meet minimal national standards for providing care to shelter animals.
- Reassign staff to better utilize strengths and balance workload (2023).



D) Culture change/transparency

- Improve phone call processes by making MCAS’s phone number easily accessible through other communication platforms, like social media and the website, while implementing phone trees to cut down on wait time. All staff should also have training on how to answer phone calls to improve customer experience and platform reliability.

E) Facilities and plant improvements/plans

- Add portals to every cat kennel (2021).
- Clean the outside, back side of the kennels first (avoid canines living in their elimination area); ensure waste is removed frequently throughout the day.
- Consider unlocking padlocks to backs (non-public facing side) of dog kennels and hallway exits when possible, to reduce “fumbling” with keys and locks with dogs in hand.
- Continue to improve housing for individual cats by compartmentalizing housing and increasing each housing unit's space.
- Provide for separation of animal species throughout each animal's shelter stay.

F) Data integrity/quality analysis

- Clearly document what information is disclosed about an animal at the animal's adoption or transfer.

7. Projects in Progress Tied to Recommendations

Definition: In Progress - Actively working on the project.

The following recommendations have been combined into projects and grouped by priority categories. Staff and volunteers are actively working on the projects that will address the recommendations in this section.

1. Safety and wellbeing of pets in our care				
	Project	Start	Estimated End	Recommendations
	Animal enrichment			
		7/1/2023	11/1/2023	Give special emphasis for enrichment to dogs in the intake building, and all green and orange dogs who currently have no eligible volunteers to handle.



		7/1/2023	1/31/2024	Provide a comprehensive enrichment program to all cats and dogs in every section of the shelter to ensure each animal receives daily social contact, mental stimulation, and physical activity.
		8/1/2023	12/31/2023	Redirect self-rewarded behaviors that need to be decreased.
		8/29/23	9/31/23	Implement DPFL's Every Dog, Every Day! (EDID!) Enrichment programming.
		8/1/2023	12/31/2023	Refrain from relying on relationships to progress behaviors (save that for when they go home).
Behavior/Enrichment Documentation Policy				
		10/1/2023	12/31/2023	Create laminated alert/caution signs to be hung on kennels (front and back) with date of handling concern and initials of reports, with updates during the CCS daily walk through. Record details of the event in the current monitoring sheets.
		10/1/2023	12/31/2023	Document all behavioral concerns and discuss them with potential owners before adoption. Animal Services needs to clarify how it decides an animal is safe. We saw detailed medical histories that provided reasoning for why an animal was euthanized or not. But for animals with behavioral issues, we saw a lack of detailed notes. The reasons for decisions were not easy to determine. Daily behavioral notes for animals and documenting the reasons for decisions would support transparency and consistency.
		10/1/2023	12/31/2023	Have notes on animal behavior, personalities, medical history, and special needs be required for all adoptable animals. Implement a system that compiles this information, making it readily available and accessible to all staff, volunteers, and potential adopters.



		10/1/2023	12/31/2023	Implement walk boards to track daily enrichment of all dogs, listing eligible dogs by location, recording every outing.
		10/1/2023	12/31/2023	Maintain documentation of all enrichment provided, and track this information to ensure all animals receive enrichment consistently.
		10/1/2023	12/31/2023	Photograph the board daily and file electronically for future reference.
		10/1/2023	12/31/2023	Revised behavior evaluation process (2020).
		10/1/2023	12/31/2023	When animals are being logged for adoption, staff need to take better notes and fully register the animals' conditions so that adopters don't end up returning pets to the shelter because of unwritten medical or behavioral conditions.
	Capacity Policy	8/1/2023	12/31/2023	Reduce Length of Stay
	DPFL Training	8/29/2023	8/31/2023	
	Informational Hub	8/1/2023	9/30/2023	Parameters and documentation need to be improved and followed consistently. Key procedures like accepting strays, owner surrenders, and future adopter screening also need to be evaluated and revamped.
	Onboarding/Training Plan	8/1/2023	12/1/2023	Create a policy that prevents all handlers (staff and volunteers) from taking dogs out of the front of the kennels.
		8/1/2023	12/1/2023	Implement a formal training program for new staff as well as ongoing training.
	Pathway Planning	4/1/2023	12/31/2023	Find creative alternatives to housing dogs for more than 90 days.

2. Policy and procedure-standardization, accountability

	Project	Start	End	Recommendations
	Euthanasia Policy	8/15/2023	10/15/2023	Ensure that all euthanized animals are



				recorded in both the drug logs and the animal records database.
	Informational Hub	8/1/2023	9/30/2023	Standardize information and experiences across all communication platforms, including in person communication, by creating standard answers to common questions and resources for staff and volunteers to use when answering questions. Internal policies and procedures should also be standardized and included in resources for staff and volunteers.

3. Volunteer management/hiring/onboarding; right sizing staff with identifiable methodology

	Project	Start	End	Recommendations
	Onboarding/Training Plan	8/1/2023	12/1/2023	Provide ongoing training to employees and volunteers on workplace safety issues, ranging from managing difficult conversations to workplace violence scenarios.
		8/1/2023	12/1/2023	Provide shelter employees, particularly management employees, with training on County personnel rules, which require that the workplace be respectful, professional, safe, accepting of cultural differences, and free from inappropriate or abusive workplace behavior.
		8/1/2023	12/31/2023	Information, training, and resources provided to volunteers and fosters need to be kept up to date and accessible to promote excellence in animal welfare.
				Review, revise, document, and prepare an ongoing training plan for all processes within the Shelter (2023).

4. Culture change/transparency

	Project	Start	End	Recommendations
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	<p>Culture Assessment</p> <p>** Culture Change is one of the top priorities and will be an ongoing theme in all of our work going forward. We will do a cultural assessment periodically through this process and adjust strategies as necessary based on employee and volunteer feedback.</p>	8/1/2023	4/1/2024	<p>Build trust and understanding between volunteers, staff, and management</p>
		8/1/2023	4/1/2024	<p>Outcomes: Staff can work collaboratively with one another to complete their tasks. Staff have a sense of their own value and that their colleagues value them. Staff are engaged in staff meetings, feel they have purpose and can accomplish good. Staff have trusting relationships where they can show vulnerability (not afraid of reactions from peers). Staff can check in with one another and hold one another accountable. Staff are on the same page about what they are working towards. Staff have a clear and mutual understanding of how decisions are made at MCAS. Staff are clear about everyone's roles and responsibilities.</p>
		8/1/2023	12/31/23	<p>Solidifying a Leadership team that is on the same page about both the workplace culture (behaviors, group norms, etc.) and their institutional policies and practice.</p>



		8/1/2023	4/1/2024	<p>Solidifying the group as a team (especially as new members come on board).</p> <p>Review (and revise) the team agreements</p> <p>Co-facilitate meetings with skill building in mind.</p> <p>Identifying CIWG members on taking on certain roles and responsibilities</p> <p>Staff will continue to see and feel more changes are being made from the issues that have been raised.</p> <p>Staff will feel happy coming to work</p> <p>Staff will feel seen and heard and valued</p>
		10/1/2023	4/1/2024	<p>Work to improve staff capabilities and ability to accept change (2022)</p>
	Informational Hub	8/1/2023	9/30/2023	<p>Evaluate existing operating procedures and ensure that employees know how to access and use them.</p>
	Phone System and WaitWhile Project	8/1/2023	12/31/2023	<p>Implement changes to the shelter phone system and addition of Waitwhile software and to enhance public access</p>
	Strategic Work Plan	8/1/2023	11/1/2023	<p>Planning documents should include, clear and specific project mission that fits into the larger strategic goals, sufficient and appropriate staffing, staff training, realistic and measurable goals, and cost/benefit analysis.</p>
		8/1/2023	6/1/2024	<p>Evaluate all systems and processes to focus on upholding MCAS's mission statement and values. With MCAS turning to more corporate style management, the organization seems to have lost focus on the services and care it is meant to provide, both for animals and their community. With the organization seemingly focused on quick turnarounds and figures, a major overhaul of the current system is recommended to provide transparency and accountability for management and</p>



				staff and to refocus the organization on excellence in animal welfare.
		8/1/2023	6/1/2024	Existing programs should be reevaluated to measure their actual effectiveness and support for the community, considering the possibility of improving them or even replacing them with previous programs that seemed to work better.
		8/1/2023	6/1/2024	Team dynamics need a rigorous revision, including looking to better define the hierarchy scheme, clarify documentation, responsibilities, and procedures, improve communication between departments, management, staff, and volunteers, provide training to staff and volunteers to improve efficiency and quality of work, hire more staff, and raise the screening standards for new hires.

5. Facilities and plant improvements/plans

	Project	Start	End	Recommendations
	Facility Safety and Security Assessment	8/1/2023	9/30/2023	Remediate the health and safety issues that Risk Management identified in its Safety Site Visit report as soon as possible.
	New Facility Programming/Conceptual Plan	2/1/2023	12/31/2024	Create spaces dedicated to community activities, and more offices for staff to avoid overcrowding, and provide a bigger sense of privacy to working staff.
		2/1/2023	12/31/2024	Facilities should feel inclusive and welcoming to visitors and potential adopters; having indoor waiting rooms, private meet and greet areas, and child-friendly facilities will help increase positive experiences and create a more comfortable and welcoming environment.



		2/1/2023	12/31/2024	More land needs to be included in MCAS's expansion plan to support adequate animal infrastructure in MCAS's new facilities, including the introduction of green areas for animals, larger animal medical facilities, animal quarantine kennels, soundproof rooms and a clear separation of louder rooms from the quiet ones to ensure animals don't suffer from stress and overstimulation.

6. Data integrity/quality analysis

	Project	Start	End	Recommendations
	Behavior/Enrichment Documentation Policy	11/1/2023	3/1/2024	The new animal database should include mandatory fields that must be completed for every animal.
	Data Integrity and Reporting Workgroup	10/1/2023	12/31/2023	Separate out larger dogs in statistical reporting to paint a clearer picture of where the shelter can focus their efforts to improve services as larger dogs are recognized as a comparative "population at risk" nationwide.
	Data Integrity check procedure	8/14/2023	11/1/2023	Conduct manual checks to ensure that there is not conflicting information in the animal records.
	Website API/BI Capability	1/1/2024	6/30/2024	The new animal database should produce reports that are accessible online by the public.

8. Projects Not Started Tied to Recommendations

Definition: Not Started - Scheduled but not in progress

The following recommendations have been included in projects and grouped by priority categories. The recommendations in this section are tied to projects that may or may not be in progress but the recommendation is scheduled to be addressed in the timeframes stated.



1. Safety and wellbeing of pets in our care				
	<u>Project</u>	<u>Estimated Start</u>	<u>Estimated End</u>	<u>Recommendations</u>
	Animal Enrichment	11/1/2023	12/31/2023	Consider scheduling blocks during the day for dog handling and engagement to close all guillotines and provide in kennel enrichments, improve safety to handlers by allowing dogs to be handled in less stimulating kennels, reduce stress for dogs by separating from reactive dogs, and facilitating padlocks being off walkway gates at designated times
		12/1/2023	12/31/2023	CCS conduct daily walk through to ensure every eligible dog that can be walked is (and assign this responsibility to another staff member when CCS is off)
		1/1/2024	3/1/2024	Create incentives for staff/volunteers to do daily sessions of “click for quiet” to teach and promote calm kennel behavior, reduce barrier reactivity to people, and create a positive association with strangers
		1/1/2024	3/31/2024	Consider using “clicker training” or similar for fractious dogs; ensure they receive enrichment.
		1/1/2024	3/31/2024	Use Gentle Leaders; introduce during play sessions if the dog is not used to them; create signage indicating dogs learning to wear them.
	Behavior/Enrichment Documentation Policy	10/1/2023	12/31/2023	Clearly identify which behaviors need to be strengthened to help stabilize a dog emotionally and/or to make them more appealing to adopters
		10/1/2023	12/31/2023	Clearly identify which behaviors need to decrease and/or be extinguished for safety
		10/1/2023	12/31/2023	Enforce ACO’s providing field



				handling documentation.
		10/1/2023	12/31/2023	Maintain consistent enrichment records; consider only recording significant incidents (both positive and concerning) to more easily identify progression and/or regression. Assume all animals are doing well unless otherwise stated.
		10/1/2023	12/31/2023	Reframe perspective to enforce that “Every Dog, Every Day!” is accomplishable and mandatory!
		10/1/2023	12/31/2023	Track concerning interactions with dogs to capture critical knowledge regarding handling and safety but avoid unnecessary or repetitive monitoring that may be unproductively time consuming.
	Color Coding System for Pets In care with Associated Handling Guidelines	12/1/2023	6/1/2024	Require volunteers and staff to use designated walking/training equipment for each dog
	Pilot Project for Pet Retention in Underserved Communities	6/1/2024	10/1/2024	Complete a pilot project to increase pet retention in underserved communities
	Safety Equipment Evaluation/Ordering	9/1/2023	10/1/2023	Provide critical safety equipment for handling fractious dogs, such as Kevlar gloves and carabiner clips.
	Small Animal and Contingency Housing Plan	1/1/2024	4/1/2024	Establish contingency housing to ensure that the shelter can accept all animals brought to it by County residents and Field Services' Animal Control Officers.
	Volunteer Intake Kennel Animal Training	12/1/2023	2/1/2024	Continue to develop a policy allowing mentor volunteer access to intake kennels to support the Every Dog, Every Day (EDED) model and promote community advocacy and enthusiasm



4. Culture change/transparency				
	<u>Project</u>	<u>Start</u>	<u>End</u>	<u>Recommendations</u>
	Behavior/Enrichment Documentation Policy	10/1/2023	12/31/2023	The communication aspect of the foster program needs thorough assessment. Communication channels connecting the coordinators, staff, volunteers, and foster parents themselves seem to be severed to a great extent; information gathered by staff and volunteers doesn't seem to reach the foster parents, and complaints don't get any kind of response.
	Community Advisory Council Launch	1/1/2024	6/1/2024	A stronger and inclusive connection with the community is necessary. Appropriate ways to build and improve the relationship between MCAS and the community they serve are by holding events like open visiting days at the shelter, hosting adoption pop ups in public spaces, facilitating workshops for pet owners and adoption counseling events for future adopters, carrying a clear and effective Social Media campaign to showcase the work that is being done by the county, available services, and opportunities to join MCAS through career paths or volunteer programs.
		1/1/2024	6/1/2024	Continue creating inclusive spaces where MCAS can keep listening and learning from the communities they serve. Having a process or space where communities can continue to give MCAS feedback will go a long way towards achieving sustainable and consistent progress in both community engagement and animal welfare.



		1/1/2024	6/1/2024	While MCAS is currently in the process of considering a new shelter facility, it is important to prioritize community feedback throughout the process to help increase animal care and fix current facility issues.
	Humane Law Enforcement Program	6/1/2024	10/1/2024	Develop a more community-oriented and support-based humane law enforcement program
	Volunteer Social Media Task Force	10/1/2023	4/30/2024	Both MCAS's website and social media should highlight adoptable animals, promote lost animals, and be frequently monitored to keep information accurate, relevant, and accessible. It is especially important to post up-to-date information about animals found by the field personnel or have people that can answer the phone over the weekend to help people find out about their lost pets.
		10/1/2023	4/30/2024	Communicate consistently through social media and include engaging content that puts relevant information into user viewer-friendly formats.
	Website Refresh Project	6/1/2024	12/31/2024	Having all resources and information provided by MCAS available in multiple languages is key to creating inclusiveness, accessibility, and increasing communication. Many community members do not have English as their native language, which can create barriers to communication between volunteers, staff, and potential adopters.
		6/1/2024	12/31/2024	Update MCAS website to include user-friendly and intuitive layouts.
5. Facilities and plant improvements/plans				
	<u>Project</u>	<u>Start</u>	<u>End</u>	<u>Recommendations</u>



	Facility Improvements	10/1/2023	12/31/2023	Add natural light source to security building for dogs confined in long term housing
		10/1/2023	12/31/2023	Add substantial covering to all play yards
		10/1/2023	12/31/2023	Consider adding visual barriers to the backsides of the kennels

9. Projects on Hold Tied to Recommendations

Definition: Hold - Not scheduled, under consideration for future work

The following recommendations are grouped by priority categories. The recommendations in this section are on hold for future consideration to be included in project work.

1. Safety and wellbeing of pets in our care	
Recommendation	Hold Reason
Make the spay and neuter services more well known to the public. This service can be very expensive for communities.	This project will be referred to the CAC in CY 2024 if MCAS has been successful in expanding Veterinary bandwidth and can expand their Spay and Neuter Program
Consider initiating a “reading to dogs” Program with children in the afternoon to help promote calm and quiet behavior in the fronts of the kennels while dogs are safely being taken out of the backs for walks and play time	At this time we do not have the volunteer bandwidth or the kennel areas to support this program. We will reconsider the program in the future.
Improve pet retention with Pets for Life (2020)	This will be considered by the new CAC as part of a larger community engagement effort
Expand MCAS’ in-house spay and neuter program.	Hold for Vet Hiring/Bandwidth

10. Projects that are Not Advancing

Definition: Not Advancing - Work that is not moving forward

The following recommendations have been determined to not be implemented.



1. Safety and wellbeing of pets in our care	
<u>Recommendation</u>	<u>Reason for Not Advancing</u>
Create “hand off” protocol and signage for more challenging dogs (handler to handler)	This was created at a time when MCAS was utilizing a paradigm that had a greater emphasis on behavioral remediation. MCAS is not currently following the model in which this recommendation was given.

11. Outcomes and Measures

While we will measure each of our projects individually for their outcomes, we have also established a set of overall, operational metrics that we will monitor in 3 key areas that are central to our core mission.

- Public safety
 - Number and type of calls
 - Capacity of Field Services to respond
 - Job Completion
 - Response time
- Metrics of experiences of animals in the shelter
 - Live release rate
 - Foster placements
 - Animals Returned to Owner
 - Length of Stay
- Culture change and continual process improvement
 - Retention
 - Promotion
 - Employee Satisfaction
 - Number of Active Volunteers
 - Number of Volunteer Hours

These metrics will be further refined and updated as our efforts under priority number 6: Data Integrity & Quality Analysis advances; and future updates to the Board on the progress of this work plan will include report-outs on these metrics and how they shift based on our implementation of this work plan.



12. Conclusion

This plan was constructed for the primary purpose of addressing recommendations that came from past audits, input from consulting engagements and the 2023 community engagement survey. These recommendations will be addressed by implementing an ongoing project management and process improvement methodology tracked by industry standard tools. Even more important, these recommendations will be developed and implemented via an approach that centers the voices of historically underrepresented people, through use of an equity empowerment lens that considers who stands to be benefited and burdened by this work, who is missing from the conversation and how we create space and include voices from those communities moving forward. When at all possible projects and decisions will be data driven and supported by industry standard research. When all current recommendations have been addressed MCAS will use the ongoing methodology to continually improve the daily work of the shelter.

This Strategic Plan establishes a clear and shared vision guided by industry standards and best practices to help us realize our goal of making MCAS into a 21st century model for humane and successful animal care. The assessment and strategic plan represent a point in time, however, the plan is grounded in the concept of continuous improvement. Beyond this strategic plan, MCAS will continue to evolve and grow its pathway-approach to animal care based on evaluation, assessment and proven methods in the field of animal services, and will continue to do so with compassion for the animals and people that MCAS serves.