

## 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  
Chris Neal, Chief Operating Officer  
Jeston Black, Deputy Chief Operating Officer

**DATE:** April 17, 2025

### PROJECT SUMMARY

The purpose of this section is to provide an update on the project management activities addressing the implementation of the MCAS Phase 3 Strategic Plan. This report covers activities through the end of March 2025.

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

### KEY PROJECTS IN-PROGRESS OR COMPLETED DURING THIS PERIOD:

Priority	Project	Notes
1. Safety and well-being of pets in Animal Services' care.	Expand In-house Spay and Neuter Program	MCAS continues to explore partnerships with our outside partners to increase spay & Neuter capacity.
3. Volunteer management, hiring and onboarding; right-sizing staff with identifiable methodology.	Onboarding/Training Plan	<b>On-boarding New Volunteers:</b> MCAS is converting to a new volunteer management system which will align with other county departments and increase communication and coordination for the volunteers. Launch of the new system is planned for early May.

		<p><b>On-boarding New Staff:</b> The DCS and County-wide programs for staff will be rolled out to MCAS employees in 2025. The project has been extended to align with the new Multnomah County and Department of Community Services programs.</p>
3. Volunteer management, hiring and onboarding; right-sizing staff with identifiable methodology.	Better Impact Implementation - Phase 1	<p>The project to convert to the county wide volunteer management system is in progress. System build, testing and workflow documentation has been completed. Final volunteer orientation videos are in progress. Final cutover plans from the old system are being finalized.</p>
4. Culture/change management and transparency.	Workflow Automation	<p>MCAS has been automating its workflow by testing new software. The WaitWhile program has been determined to not meet the needs or be stable enough to support the needed functions for MCAS. The project has been closed. Possible process improvements for the info desk/adoptions process will be considered later in the year under a new project.</p>
4. Culture/change management/transparency.	Community Advisory Committee (CAC)	<p>The CAC meets every 2 months and will meet in April. Recruitment for any vacant positions will begin in the coming months for the next CAC term.</p>

4. Culture/change management/transparency.	Foster Program Updates	While the full project to enhance the foster program has been on hold, the foster application process has been included in the new volunteer system launch. The new system will provide more streamlined application, training and communication options.
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## PROGRAM UPDATES

Shelter leadership manages several ongoing programs that significantly contribute to the well being of the animals in our care and the public we serve. Updates in these key programs during this period are:

Program	Notes
<b>Volunteer Program</b> - Volunteers provide critical services in most areas of the shelter. The management and expansion of the volunteer program is	Volunteer roles and responsibilities continue to be updated and improved. The volunteer management system is being transitioned to Better Impact from Volgistics. The new system offers several key improvements that will enhance our volunteer services. Better impact is being implemented county wide to streamline engagement and volunteer management.
<b>Animal Enrichment</b> - The animal enrichment program works to enrich the lives of all animals in our care by providing varied sensory and activity experiences.	The enrichment team continues to develop new and innovative ways to enrich the animals stay at MCAS. "Busy Boxes" are being trialed as a way to provide foraging enrichment to some species.
<b>Foster Program</b> - The foster program supports hundreds of foster parents taking care of over a thousand animals a year. The Foster Program greatly expands the reach of the shelter while providing life saving care for the animals in the care of MCAS.	The foster program is in the process of reviewing all training and application materials as a part of the Better Impact Project and in preparation for the increased number of bottle fed kittens that will be coming into care of MCAS as kitten season has started.
<b>Community Advisory Committee (CAC)</b> - The CAC advises the Animal Services Director and	The CAC meets every 2 months and will meet in April. Recruitment for any vacant positions will

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represents the interests of people who work and live in Multnomah County in protecting the health, safety and welfare of people and pets throughout Multnomah County.	begin in the coming months for the next CAC term.
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