

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:** Garet Prior, Policy Advisor  
 Chris Neal, Chief Operating Officer  
 Jeston Black, Deputy Chief Operating Officer

**DATE:** January 13, 2025

Background

Between 2023 and September 2025, MCAS provided the Board with monthly updates of the implementation of the MCAS Strategic Plan. The plan was developed to address the recommendations from the Chair’s 2023 review of MCAS past audits and consulting engagements. MCAS has made significant progress addressing 90 of the 108 recommendations from the Chair’s 2023 Review and subsequent audits. At this time the County and the Department of Community Services (DCS) are engaging in a strategic planning process. MCAS’s staff and leadership are actively involved in the strategic planning process with DCS. As a result of this process MCAS will develop the internal strategies to support the DCS and County strategic plan while addressing the spirit of the past recommendations and community input. As this process will result in a new strategic plan, MCAS will sunset the current plan, but continue to report out on the remaining program initiatives and improvements on a quarterly basis.

MCAS Program Quarterly Update

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/Updates
<b>Volunteer Program</b> - Volunteers provide critical services in most areas of the shelter.	The volunteer team completed the conversion to the Better Impact Volunteer Management System over

	the last quarter. This project involved having all volunteers re-apply in the new system. The volunteer Coordinator processed 331 applications of active volunteers during this transition.
<b>Animal Care</b> - The animal care team consists of a Back of House Team (BOH) and a Front of House Team (FOH). The BOH team is responsible for feeding, adoption shows, animal enrichment and other husbandry duties. The FOH Team handles adoptions, admissions and other client facing support.	<p>New supervisors have been hired and onboarded for both teams during the last month of the quarter.</p> <p>Adoption packet materials have been updated and translated into Spanish.</p>
<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 team completed the conversion to the Better Impact Volunteer Management System over the last quarter. This project involved having all fosters re-apply in the new system. The foster team processed 437 applications for fosters during this transition.
<b>Community Advisory Committee (CAC)</b> - The CAC advises the Animal Services Director and 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.	MCAS is in the recruiting process for the next cohort of CAC volunteers. MCAS received 53 applications during the application process. The previous cohort developed a draft work plan for the next term of the committee.
<b>Spay &amp; Neuter</b> - The spay & neuter program is focused on expanding the capacity for the animal health team to alter all adoptable animals at the shelter.	<p>MCAS hired one new part time Certified Veterinary Technician in November, 1 full time veterinarian starting January 2026. MCAS is also in the recruiting process for four Animal Care Technicians for the animal health team and one for the adoptions team.</p> <p>MCAS has partnerships with Portland Community College, Feral Cat Coalition, Oregon Humane Society and VCA Animal Hospitals for</p>

	pre-adopt spay and neuter at low cost or no cost to us.
<b>Field Services</b> - The field services team includes our Animal Control Officers (ACO), dispatchers and legal specialists. The team provides emergency response services, and investigates any potential mistreatment of pets, such as: abandoned animals, animals in distress, cruelty and neglect investigations; injured or sick animal rescue; loose animals in traffic; protective care and custody of animals. In addition, our ACOs provide owners with tools and resources to ensure appropriate care for their pets.	<p>The ACO team attended a training facilitated by Humane World for Animals, and an Animal Cruelty Prosecution Conference to help strengthen our cases against animal abuse and neglect.</p> <p>The field services team worked with county legal resources to successfully resolve a long term neglect case that resulted in the intake of 15 dogs and 1 cat. The case resulted in a guilty plea to 16 counts of animal neglect.</p>
<b>Community Engagement/Outreach</b> -	MCAS conducted 4 outreach events during 2025. Volunteers have been involved and formal training for outreach events for staff and volunteers is being developed.
<b>New Facility</b> - This project is to plan, design, fund and construct a new facility for the Multnomah County Animal Services Program. The current facility no longer meets the requirements or supports the operational standards of the program.	<p>The planning and design process is underway. The RFP for an Architect and Engineering firm to assist with conceptual design is complete.</p> <p>The executive leadership committee continues to meet to guide the project.</p>