

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
Travis Graves, Interim Chief Operating Officer
Jeston Black, Deputy Chief Operating Officer

DATE: March 18, 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 for the month of February 2025 represents the status of MCAS projects at a static point in time, as of the date of this memorandum.

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
4. Culture/change management and transparency.	Informational Hub	The Hub has been fully launched with staff and this project is being moved to operational support. New procedures and training for the revision of existing policies are being developed.
4. Culture/change management and transparency.	WaitWhile Software - Adoption Desk Workflow Automation	WaitWhile will be tested to replace the google sheet used for adoptions. Project to reconvene in late March.

3. Volunteer management, hiring and onboarding; right-sizing staff with identifiable methodology.	Onboarding/Training Plan	<p>On-boarding New Volunteers: New procedures and reports have been rolled out to the volunteer workforce. The new volunteer coordinator has set up quarterly meetings and produced a new volunteer handbook that is in the process of final approval. MCAS is converting to a new volunteer management system which will align with other county departments and increase communication and coordination for the volunteers.</p> <p>On-boarding New Staff: 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	The project to convert to the county wide volunteer management system is in progress. The majority of system build has been completed. Testing and workflow documentation is in progress.
1. Safety and well-being of pets in Animal Services' care.	Expand In-house Spay and Neuter Program	Pre-adoption surgeries are being done by 2 outside clinics and supported by volunteer transport drivers. This increases the number of surgeries done pre-adoption and pre-transfer and reduces the need for post adoption vouchers.
4. Culture/change	Community Advisory	The CAC is currently halfway

management/transparency.	Committee (CAC)	<p>through its initial one year term and right on track to complete its initial charge of establishing the committee vision, values, charter, bylaws and membership agreement in partnership with MCAS staff and the Animal Services Director.</p> <p>The CAC members for the 2024-2025 term have been highly energized, with many great ideas for elevating diverse community voices, especially those that are not often heard by MCAS. They have also brought many ideas for improved community partnership and better ways to serve pets and people from the public's perspective, and they have been helpful liaisons to the public. 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	<p>The Office Assistant 2 support position for the foster program is in the orientation process. The foster program expansion project will be reassessed when the position has been fully onboarded.</p>

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
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<p>Volunteer Program - Volunteers provide critical services in most areas of the shelter. The management and expansion of the volunteer program is</p>	<p>The volunteer program has increased the number of dog walking volunteers and added new positions to support enrichment and animal health. In addition there have been new transportation drivers added to support the transfer and Spay & Neuter programs. 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.</p>
<p>Animal Enrichment - The animal enrichment program works to enrich the lives of all animals in our care by providing varied sensory and activity experiences.</p>	<p>The enrichment team has added a volunteer shift position to assist the team with enrichment preparation and distribution. Playgroups and individual enrichment activities continue to be prioritized.</p>
<p>Foster Program - 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.</p>	<p>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.</p>