

MCAS Operational Report

Introduction

This document provides a top level overview that, as seen further in the document, will break down specific line items in more detail in additional sections. Areas may have their own goals or projects associated with their completion. This document was originally created using Asana, but shifted to Google Sheets. Modifications have been made to adjust for this shift.

MCAS Organizational Summary

This breakdown will provide a brief summary on some of the challenges, opportunities, and strategies that I would like to see implemented throughout the organization.

MCAS appears to have been operating in a "state of transition" since prior to any modification in operations due to Covid procedures. As a result, many of the Organizational policies, philosophies, and expectations to be inconsistent, incomplete, and, at times, in opposition to the shelter's current abilities and resources. This seems to also have the unfortunate side effect of a lack of clear direction both to and from the middle level leaders, and this, as can be expected, has created multiple problems. Of these problems, the most damning to the organization appears to be an overall lack of trust and poor comprehension of the mission of MCAS, as well as the role in the community.

With a lack of trust and unity, the teams appear to be doing some form of either duplicate work, or have created multiple touchpoints in areas that should be limited to one or two collaborating units. This framework has created tension in the staff with other units, and also has created lack of trust in the managers to be able to direct staff accordingly. A phrase that comes to mind is this: "There are too many cooks in the kitchen."

A positive on MCAS is that the existing staff at the time of this document's creation is exactly the group needed for the next steps. Each member of the team that I have talked to wants to change MCAS that creates a more equitable and consistent organization. MCAS a drive to get to the finish line, or as close as you'll ever get in Animal Welfare, but it's primarily lacking the foundational policies to get us out of the rut and onto the road.

Recommendations and Categories

All of this is to say that my first recommendation would be to set some critical organizational policies and philosophies in place, and then work down into the multiple units. MCAS Director and Operations Manager should realign with what the purpose of each unit should be, almost like an internal mission statement that pertains to each unit lead. It would not be necessary, but I believe it would be highly valuable in addition to this that each unit lead provides what they believe the goal and/or mission of the other unit lead should or could be. An example of this could be: "Field Services' mission is to support the community through the lawful protection of both pets and people. Field Services' goal is to..." etc.

I have broken down the needs into 5 major categories. It is my goal that we utilize these categories as a driving force to be able to identify the foundational and future needs. As is the case with operations, one item may potentially fall into multiple categories. The majority matching definition of the item shall determine where it is placed. Categories are subject to change at review.

Categories are:

Operations and Management

Data Analysis

Optics and Marketing

Facilities

Strategy and Future Forward

Operations and Management

Operations and Management consists of our policies, day to day actions as managers, and the technology we need to utilize to get us to the next step. It should be primarily based on our mission statements, as well as our organizational policies. This will mainly be about work instructions and employee onboarding and retention.

Data Analysis

Data Analysis focuses on the multiple facets that go into ensuring MCAS has clean and transparent data. This section not only focuses on our animal database, but also other facets such as reports and client analytics. As we create the goals, it's important that our data is clean and accurate to ensure we're creating and improving our organization based on this.

Optics and Marketing

Optics and Marketing focuses on the primary external facing communication. This section will house how we present ourselves on social media, as well as through signage, promotions, and websites. It also will have sections based on marketing and branding.

Facilities

Facilities will consist of the on site projects and building needs. It will also have employee movement, locations, and goal projects for the current building.

Strategy and Future Forward

Strategy and Future Forward will focus primarily on what we want to do in the future. I envision this as our organization's unit goals, next step planning (new building!) and policies that we want to implement once our foundation is stronger. An example of this for me would be an Adoption and Foster follow-up program (AFU/FFU) that focuses on keeping pets out of the shelter and into their new home.

Conclusion

This document should be utilized as more of an ever changing blueprint that will see many revisions. As our community and the opportunities within it adapt, items may become more/less critical, and/or become irrelevant. The goal of this document is to keep us all on track with what we want to achieve.