



# MCAS Review Briefing

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**Multnomah County Animal Services**

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# About Multnomah County Animal Services

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## Who We Are

The North Star of Multnomah County Animal Services (MCAS) is to provide excellence in the quality of care for animals in its shelter and equitable services to the community

## What We Do

- MCAS is the primary agency serving found and at-risk animals from all of the jurisdictions within Multnomah County, including cities and unincorporated areas.
- MCAS is responsible for enforcing Oregon animal laws pertaining to cruelty, neglect, and minimum care standards, and for enforcing Multnomah County Code Chapter 13.

## Where We Want to Go

- Raise the quality of care for animals with increased staffing and volunteers to meet animal welfare industry standards for cleaning, feeding, and enrichment.
- Align daily operations and facilities with emerging animal welfare best practices.
- Implement a project management methodology and a continuous process improvement program throughout our operations.
- Support the human-animal bond within Multnomah County by expanding opportunities for the community that allow for increased pet retention and reunification through progressive and equitable humane law enforcement and outreach practices.



# January 2023 - What Happened?

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- Longstanding staffing challenges
- ***Shelter population bottleneck*** - more intakes than possible outcomes
  - "Chair's Office authorizes pause of non-emergency stray animal intake"
- MCAS prepared to open for in-person adoptions
- Chair's Office Initiated a review of MCAS Operations



# Review Phases

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- Phase 1a: Review of MCAS Recommendations From 2016 To Present
- Phase 1b: Summary of Budgetary & Staffing Recommendations
- Phase 1c: Shelter Operations Environmental Scan
- Phase 1d: Summary / Recommendations / Work Plan
- Phase 2: Community Engagement Research Report
- **Phase 3: Strategic Plan Development to Address all Outstanding Recommendations**



# Recommendation Sources

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- 2016 Audit
- 2018 DPFL Consult
- 2020 - 2023 Univ of Wisconsin Joint Project
- 2020 MCAS Transformative Journey Project Recommendations
- **2023 Community Survey**



# Guiding Principles

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1. Transparency in all levels of decision making, reporting and communication whenever possible.
2. Accountability
3. Staff and volunteer inclusion in improvement efforts and in decisions involving their work.
4. Community engagement.
5. 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>



# Strategic Plan Priorities

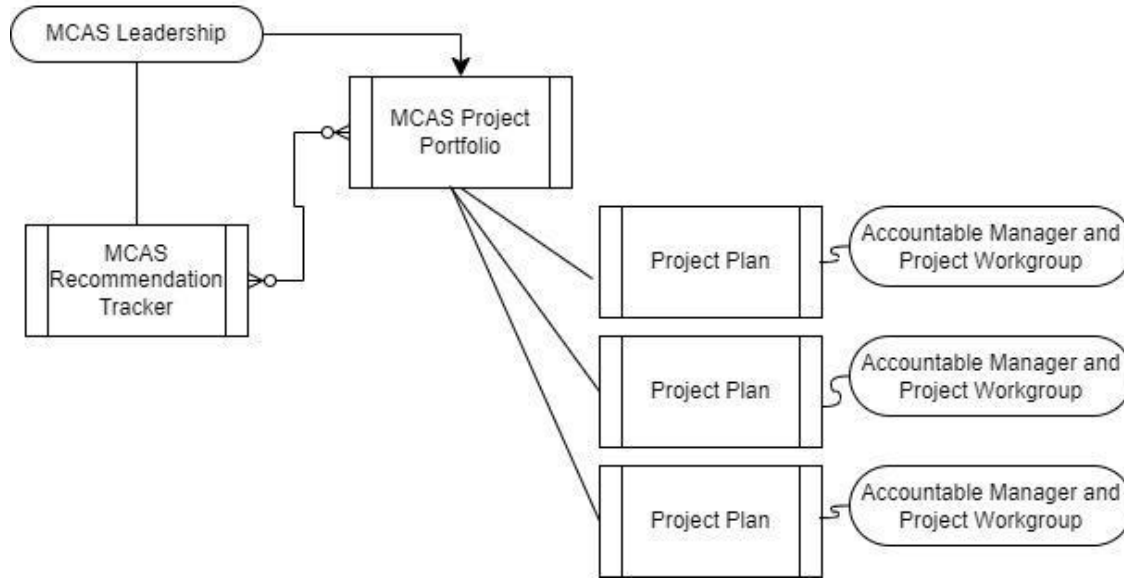
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1. Safety and well-being of pets in our care
2. Policy and procedure-standardization, accountability
3. Volunteer management/hiring/onboarding; right sizing staff with identifiable methodology
4. Culture/change management/transparency
5. Facilities and plant improvements/plans
6. Data integrity/quality analysis



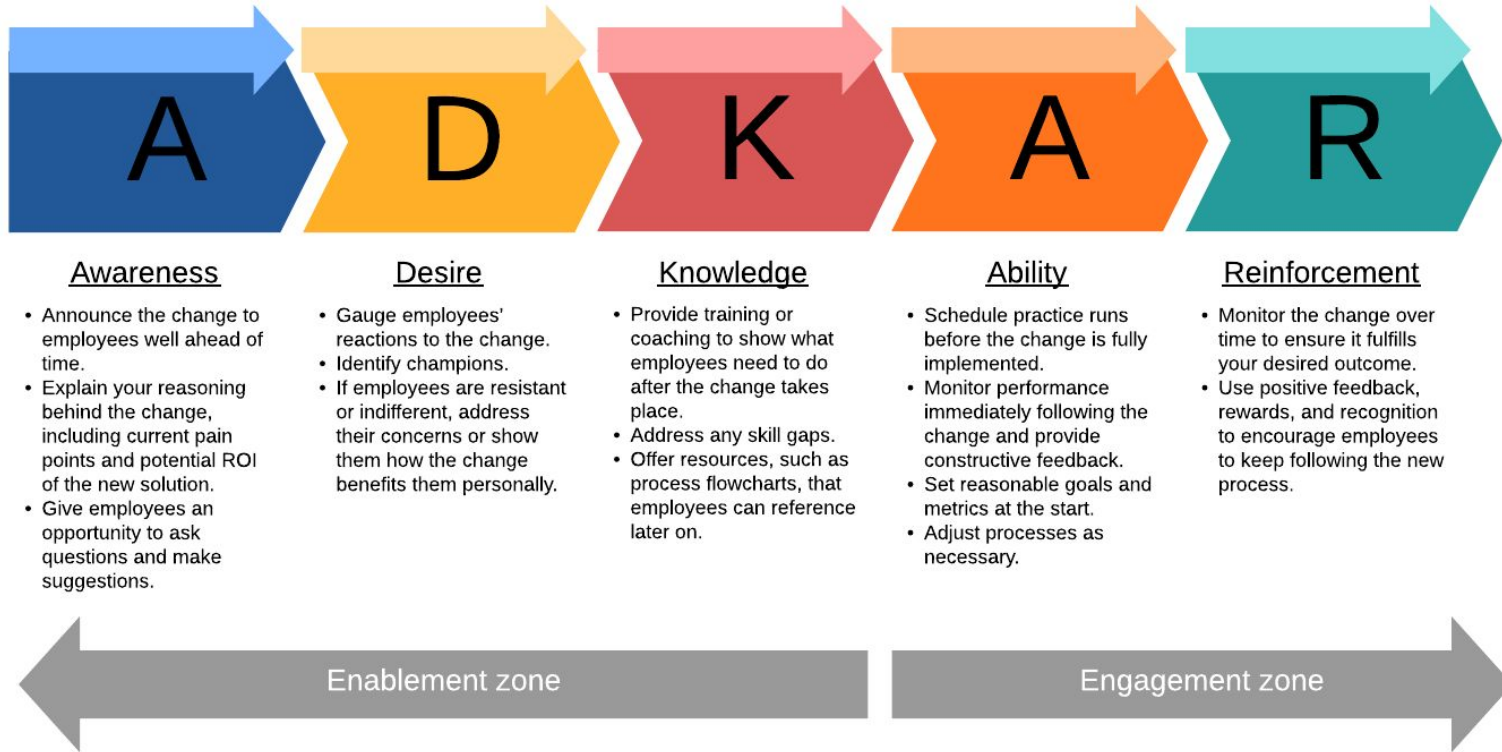
# Plan & Project Governance

## MCAS Project Governance Structure

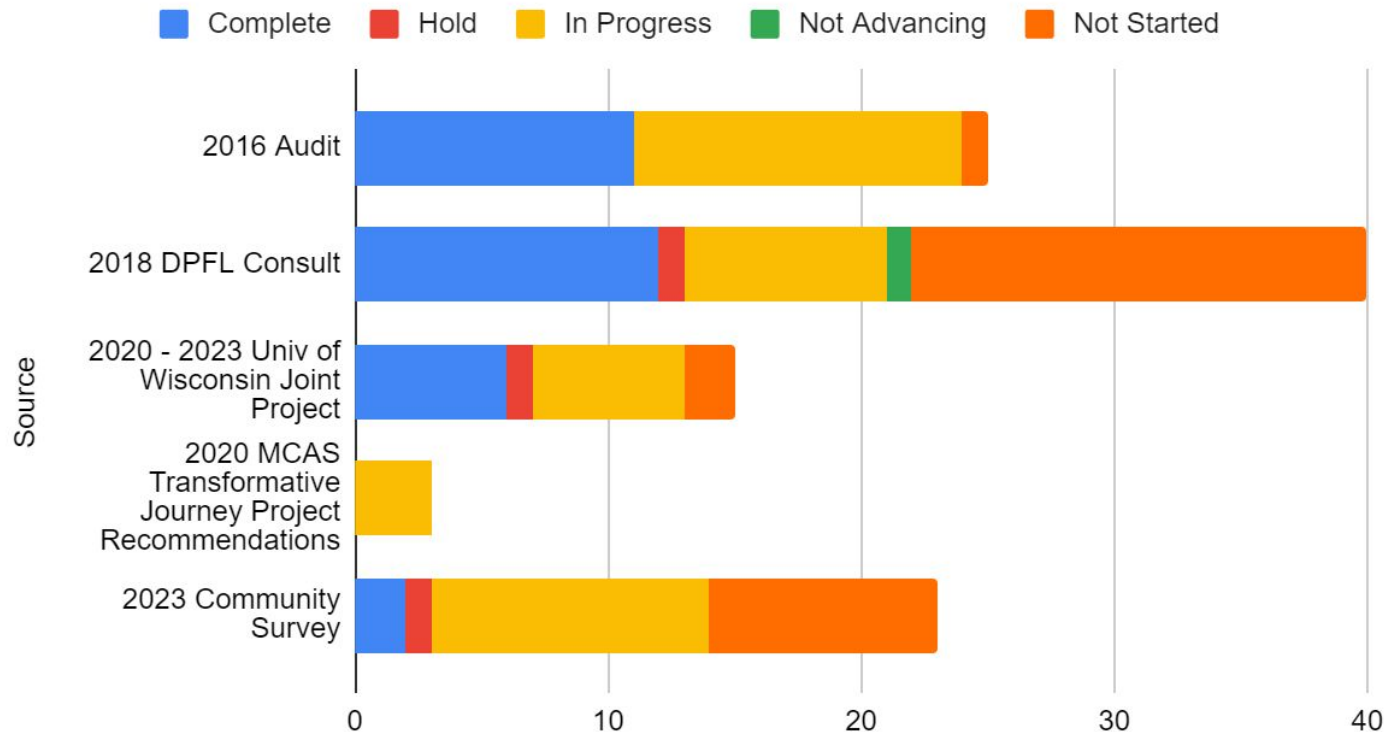




# Change Management



# Recommendation Status by Source





## SAFETY & WELLBEING OF PETS

- Give a Dog a Bone” program for dogs in security kennels (DPFL)
- Daily rounds program (U of Wis)
- Revise intake process to focus care on animals that need it most (U of Wis)
- Revise pathway and care planning; enrichment of communications between staff units through database management
- Provide training to improve playgroups (DPFL)





SAFETY & WELLBEING  
OF PETS

- NOV ● Emphasis on enrichment of dogs in the intake building
- Improve system for documentation of behavioral concerns
- DEC ● Reduce length of stay
- JAN 2024 ● Creative alternatives to housing dogs more than 90 days





**SAFETY & WELLBEING  
OF PETS**

DEC

- Scheduling blocks for dog handling and enrichment

- Maintain consistent enrichment records

FEB

- Develop a policy allowing volunteers access to intake kennels

APR  
2024

- Establish contingency housing to ensure acceptance of all animals





## **POLICY & PROCEDURE STANDARDIZATION**

- Standard operating procedures for areas that lack them
- Policy that provides parameters for when it is safe to re-home animals





## POLICY & PROCEDURE STANDARDIZATION

OCT

NOV

- Standardize information and experiences across all communication platforms, including in-person communications — i.e.) develop standard answers to common questions for staff and volunteers to use with the public
- Ensure that all euthanized animals are recorded in both the drug logs and the animal records database





## STAFF & VOLUNTEER MANAGEMENT

- Review of staffing needs and submit request to the Board of County Commissioners for increased staffing
- Comprehensively study total staffing needs for:
  - cleaning and feeding to meet National Animal Care & Control Association guidelines
  - ensuring adequate staffing to provide the shelter's animals with daily enrichment and consistently prompt behavioral health care
- Reassign staff to better utilize strengths and balance workload







## STAFF & VOLUNTEER MANAGEMENT

Position	# of Positions	Status
Animal Care Technician 1	4	<b>All 4 Hired!</b> 1 started 3 have staggered start dates before 10/4/23
Animal Care Technician 2	3	<b>2 Promotions from ACT2</b> 1 External Hire All 3 are in place
Office Assistant, Sr. (Customer Service)	2	Interviewing
Dispatcher	1	Recruiting





## 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
- Implement phone trees to cut down on wait time
- Train staff on how to answer phone calls to improve customer experience and platform reliability

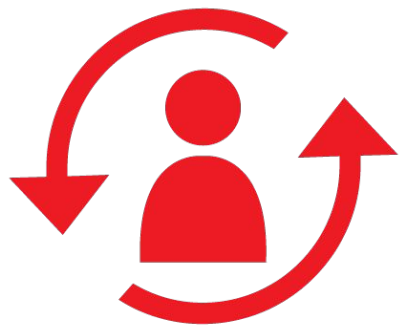




## CULTURE CHANGE & TRANSPARENCY

- OCT ● Ensure staff understands and can access operating procedures
- APR ● Create positive outcomes for staff in terms of collaboration, purpose, trust, accountability, common goals, decision making, roles and responsibilities
- JUN 2024 ● Re-evaluate existing programs to measure effectiveness and support for the community





**CULTURE CHANGE &  
TRANSPARENCY**

- DEC ● Assess communication aspect of the foster program
- JUN ● Build a stronger, more inclusive connection with the community
- OCT 2024 ● Develop a more community-oriented and support-based humane law enforcement program
- DEC 2024 ● Update MCAS website to include user-friendly and intuitive layouts





## FACILITY IMPROVEMENTS

- Remediate the health and safety issues that Risk Management identified in its safety site visit report as soon as possible
- Add portals to every cat kennel (2021)
- Improve housing for individual cats by compartmentalizing and increasing each unit's space
- Provide for separation of animal species throughout each animal's shelter stay





### FACILITY IMPROVEMENTS

- Increase positive experiences for community members with indoor waiting rooms, private meet-and-greet areas, and child-friendly facilities
- Include more land in MCAS's expansion plan to support adequate animal infrastructure in new facilities:
  - green areas for animals
  - larger animal medical facilities
  - animal quarantine kennels
  - soundproof rooms

DEC  
2024





## FACILITY IMPROVEMENTS

DEC  
2023

- Add natural light source to security building for dogs confined in long term housing
- Add substantial covering to all play yards
- Add visual barriers to the backsides of the kennels





**DATA INTEGRITY &  
QUALITY ANALYSIS**

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







## DATA INTEGRITY & QUALITY ANALYSIS

NOV

MAR

JUN  
2024

- Conduct manual checks to ensure no conflicting information in animal records
- New animal database to include mandatory fields that must be completed for every animal
- New animal database to produce reports that are accessible online by the public



# Current Project Portfolio

Project	Project Group/Priority	Tied to Audits	Project Health	Status ▽	FY 2024						
					Q3	Q4	Q1	Q2	Q3	Q4	Q1
Pathway Planning	1. Safety and wellbeing of pets	✓	●	In Progress							Pathway Planning
Animal Enrichment	1. Safety and wellbeing of pets	✓	●	In Progress							Animal Enrichment
Capacity Policy	1. Safety and wellbeing of pets	✓	●	In Progress							Capacity Policy
Safety Equipment Evaluation/Ordering	1. Safety and wellbeing of pets	✓	●	In Progress							Safety Equipment Evaluation/Ordering
Color Coding System for Pets In care with Assoc	1. Safety and wellbeing of pets	✓		Not Started							Color Coding
Volunteer Intake Kennel Animal Training	1. Safety and wellbeing of pets	✓		Not Started							Volunteer Intake Kennel A
Small Animal and Contingency Housing Plan	1. Safety and wellbeing of pets	✓		Not Started							Small Animal and C
Pilot Project for Pet Retention in Underserved C	1. Safety and wellbeing of pets	✓		Not Started							P
Expand Inhouse Spay and Neuter Program	1. Safety and wellbeing of pets	✓		Not Started							
Euthanasia Policy	2. Policy and procedure-standa	✓	●	In Progress							Euthanasia Policy
Behavior/Enrichment Documentation Policy	2. Policy and procedure-standa	✓		Not Started							Behavior/Enrichment C
Onboarding/Training Plan	3. Volunteer management/hirin	✓	●	In Progress							Onboarding/Training Plan
Culture Assessment	4. Culture/change managemen	✓	●	In Progress							Culture Assessment
Informational Hub	4. Culture/change managemen	✓	●	In Progress							Informational Hub
Phone System and WaitWhile Project	4. Culture/change managemen	✓	●	In Progress							Phone System and WaitWhile
Strategic Work Plan	4. Culture/change managemen	✓	●	In Progress							Strategic Work



# Outcomes and Measures

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



# Questions?

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