

# Business Process Improvement

## Project Charter – Animal Adoption Initiative

**Project Sponsor(s):** Nuria Rivera-Vandermyde, Dan Niziolek

**Project Manager:** Jeanette Wiedemeier Bower

### **Purpose Statement**

What is the problem or opportunity?

- All adoptable animals are available to the general public
- Improve the health and well-being of animals in our care
- Evaluate and facilitate timely and successful placements
- Improve efficiency and effectiveness in processing animals

### **Scope**

Where does this project start and where does it end? What are the boundaries?

- Intake through outcome – from the moment an animal is impounded in the field or comes to MACC over the counter, through the time the animal is at MACC, until the time the animal leaves the bldg
- Use staff and interns as dedicated resources for vaccinations/health & behavioral exams
- Includes the ability to shift schedules to accommodate intake exams
- Creation of a position to coordinate volunteers to facilitate adoption counseling
- Includes the ability to modify requirements to adopt, including fee structure
- Expenses beyond project proposal must be approved by manager

### **Impact of the project**

What are the benefits/consequences if recommendations are/are not implemented?

- We have a definition of adoptable, transfer, and unplaceable animals
- Animal flow through the building is efficient, concrete and understood by all
- Employees are well-trained and empowered to make decisions
- Animals are vaccinated and examined during intake (dedicated resource)

- Every species permitted by law has the potential to be adopted by the public (chickens, reptiles, etc.)
- Unplaceable animals will be humanely euthanized;
- Better adoption matches between pets and humans

### **Desired Outcomes**

A successful project will result in...

- Healthier animals
- Animals staying LESS time at MACC
- Unplaceable animals not being transferred
- More animals adopted to the public vs. transferred to rescues (goal)
- MACC balances "Control" functions with "Care" functions – balancing handling, enrichment, training, feeding, vaccinations, and animal flow with public safety and public health priorities

### **Undesired Outcomes**

A successful project will NOT result in...

- Increases in failed adoptions
- Firestorm of negative social media
- Unhappy customers: staff / volunteers / rescues / public
- Good rescue partners pulling out
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### **Data Collection**

What data will provide us with the information we need? What forms, reports, and information do we currently use?

- Length of Stay
- Euthanasia – reasons for...
- What day/time of the week is the most popular time to adopt an animal?
- Chameleon – kennel/status, animal flow – making this easier for staff
- What is our return rate (returned animals)?
- Error Reports
- Adoption Application
- Kennel Cards

- Expenses and revenue
- Richer data in the following areas:
- Animal / Animal Profile – more detailed info
- Multiple To Do Lists – Behavioral, Treatment, Exams (beh / health), etc.
- More More More

### Team Members

Who are the team members?

- **Implementation Team:** Marilyn, Melissa, Terri, & Jeanette
- **Adoption Team:** Ann, Ashley, Terri & Jeanette
- **Animal Flow/Intake Team:** John, Marilyn, Melissa, Terri & Jeanette
- **Behavioral Evaluation Team:** Tom, Annie, Jena, Megan, Terri & Jeanette

### Team Resources

What resources does the team have access to?

- Time to meet
- Regular time with whole staff – roll calls, quality meetings, staff meetings
- MACC Community Room to meet in
- Access to Nuria/Dan for feedback
- Access to Communications
- Access to community groups – rescue groups, CMAC, volunteers, donors, past donors, etc.
- Access to national shelter standards

What resources does the project need?

- Dedicated computer for the vet/vet techs
- Solid communication plan
- Dollars to modify the MACC lobby to facilitate adoptions (chairs/table)
- Increase time for Dr. Derr – Beh. Evals
- Dedicated position for intake/vax/health/behavioral evals & euthanasia
- New volunteer coordinator position
- Training in new protocols
- Repurpose the euth room with an exam table, holding cages, scale, rings on walls, walk through squeeze gate, etc.
- Staff training on low-stress animal handling techniques
- In-house certification on euthanasia for ACOs

### Due Dates

Anticipated project timeline...

- Dec = Staff Kick Off
- Dec = MACC Adv Bd Focus Group
- Jan 8 Adoption Team mtgs begin
- Jan 10 Animal Flow Team mtgs begin
- Jan 16 CMAC Focus Group
- Jan 18 MACC Volunteer Focus Group
- Jan 22 311 Staff Focus Group
- Jan 23 FMACC Focus Group
- Jan 25 MACC Adopters Focus Group
- Jan 30 Rescue Group Focus Group
- Jan 24 Research/interviews with AHS
- Jan 30 Check-in with Staff and Sponsors
- Feb 10 HECE Council Meeting
- Feb 10 Community Focus Group
- Feb 19 Mtg with Communications
- Feb = Check-in with Staff and Sponsors
- Feb = Metrics Team mtgs begin
- Feb = Beh / Health Exam mtgs begin
- Mar = Check-in with Staff and Sponsors
- Mar = Report to the city council
- Mar = Report to the community
- Mar = make recommendations for HLP (data/reports needed)
- Mar = post positions for hire
- Apr = Check-in with Staff and Sponsors
- Apr = staff training
- Apr = policies and procedures
- May = Implementation
- Progress check – using measurements:
  - # Animals examined at intake
  - # Animals examined in behavioral evaluations
  - Outcomes of behavioral evaluations
  - Compare euth rates to previous years
  - Compare LOS rates to previous years
  - Compare adoption rates to previous years
  - Compare adoption vs transfer rates
  - Rate of return of publicly adopted pets
  - Success rates for animals placed with rescues (including rate of euth)
  - # Volunteers
  - # Volunteer contact hours with adopters