

ISMG 4900

Street Strays Peru Project

Project Management Notebook



University of

Prepared by:

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Executive Summary (Raed)

The Objective of the Street Strays Peru Project is to rescue animals from the streets and places close to urban areas. The importance of this project is that animals transmit diseases and cause many road accidents, also as some of these animals used to be large guard dogs and can be quite dangerous. There are many individuals who care about animals, when they find a stray animal they may attempt to bring it home. This is not a smart idea, especially if they already have animals at home. Stray animals can carry different types of infections that can easily be passed to other pets in the house. Stray animals must be taken to the nearest animal shelter once they are found. Stray animals sometimes carry rabies, most of the cases when human have rabies because of a dog bite. Salmonellosis is another disease can be carried by stray animals, which usually cause diarrhea, vomiting, and fever. Bartonellosis, also known as “cat scratch fever” is usually passed along through the scratch of a cat but can also be carried by dogs as well. Toxoplasmosis is a disease that can be carried through stray cats, usually it only causes symptoms that are similar to the flu, for most people, but it can be fatal to a baby if passed to a pregnant woman.

Since similar organizations already exist, we will try to adopt their approach, and then we will try to expand and improve on it. We believe that we can use the support of the people of Peru to increase our operating efficiency. By creating an app that people can download, and to share the location of stray animals, this information will be received and acted upon. We will also include a catalogue on the app that will show the animals available for adoption, along with some other main functions like inquiries, hiring, and volunteering opportunities.

Street Strays Peru is a public non-profit organization dedicated to rescuing abandoned and abused dogs or cats and providing them with quality pet care while furnishing a fun, clean, enjoyable atmosphere. Our goal is to provide a refuge to abandoned, abused, and homeless animals. The focus is to use our specially designed app in order to bring these animals from the streets of Lima and other surrounding regions of Peru and to find new permanent homes for them.

We believe that by establishing the Street Strays Rescue project, we will be able to help make the country of Peru safer and cleaner. We believe in the good of people, and we will build on that to get an even better result. Home pets are a part of the culture in Peru, and many people love to help animals. This will give us the opportunity to reach out for more resources and help; either by donating their time to operating the facility or a money donation so we can keep the project operating.

Introduction

There are about 500 million dogs in the world (Stafford, 2007, WSPA, Stray animals, n.d.). It's been estimated that approximately 75%, or about 375 million, of these are stray dogs which are more common in developing countries than in developed countries.

Dogs living without human supervision may suffer from diseases, starvation, trauma, and/or a painful death. Dogs are also reservoirs, carriers and transmitters of several important zoonotic diseases such as rabies, hydatidosis/echinococcosis, leishmaniasis, schistosomiasis, toxocara canis and leptospira (Macpherson, Meslin & Wandeler (Eds), 2000). Free roaming dogs can also be a threat to livestock, as well as wildlife in some areas; both as a predator and as a transmitter of different diseases (Stafford, 2007).

With all these aspects in mind, dog population control is of great concern and is also a part in public health programmes in many countries (Stafford, 2007). Control programmes for free roaming dogs have been established in cities in Europe and North America and rabies vaccination programs are running in many parts of the world. Guidelines in dog population management (DPM) have also been published by both World Health Organisation (WHO), World Organisation for Animal Health (OIE) and The International Companion Animal Management Coalition (ICAM Coalition) (ICAM Coalition, 2007, OIE, 2009, WHO & WSPA 1990). Local government may be involved in DPM mainly when it concerns public health, while local Non Governmental Organisations (NGOs) often are involved in improving animal welfare and protecting them against cruelty (Stafford, 2007).

This is why it's important that there are as many rescue projects as possible in order to reduce this problem in Peru.

Mission

To rescue stray animals from Lima, Peru and the surrounding regions in close proximity. We will provide them with free spay/neuter and other necessary veterinary assistance, emergency aid, and to revive their health and behavior so they can be put up for adoption. The goal is to work towards a day where there are not as many stray animals on the streets of Peru that are suffering from and spreading disease. Every pet deserves a happy, healthy life.

Vision

Our vision is to help suffering animals and provide them with a second chance at life. We would also like to control animal hazards such as: diseases, road accidents, and animal on human attacks related attacks.

Integration (Raed)

Project Charter

The project will be financed by fundraising and possibly through a sponsorship by the government of Peru; with the board of directors consisting of our most important contributors. The board of directors has approved of the Street Strays Peru plan with Mr. John Smith acting as executive project sponsor and Mr. Frank Benjamin acting as a lead PM to: research, plan, execute, monitor and control the project.

The PMO should report to the board of directors for updates and meeting during critical milestones. The PMO should report to the lead PM, Mr. Frank Benjamin. Division heads should report to the PMO. Financial material and HR are produced by the PMO and are approved by the board of directors. The project is to be audited with all financial reports being reviewed.

Preliminary Project Scope Statement

The project is to provide the service of rescuing stray animals in the country of Peru. By receiving notifications regarding a stray animal's location, the facility will send a well trained individual to rescue the animal(s) and bring them back to the facility for a health check. The project also will provide an adoption service.

Project Management Plan

The Street Strays Peru Project plan is based on the PMBOK that was published by the Project Management Institute. The plan considers each one of the 9 areas of knowledge provided by PMBOK, and will go into detail about each one of them.

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management

-
- Project Quality Management
 - Project Human Resource Management
 - Project Communications Management
 - Project Risk Management
 - Project Procurement Management

On 12/19/2016 the researches and legal clearance milestones will be completed. After that the facility acquiring, staffing, and developing support services milestones will start.

Project Execution

Division heads and key team members will have a daily conference call with the PMO to make sure that day-to-day tasks are going accordingly. The division heads will work side by side with team members on all tasks. Available Resources will be divided on the units depending on the expertise needed for the specific task.

Monitor and Control Project and Deliverables

The PM will have to monitor the following areas of the project; listed in ascending order with the most important areas first, which include time, budget, and scope.

Schedule progress:

The PM must know the status regarding the scheduled tasks, and how the progress of these tasks is going. The PM must always double check after the completion of tasks to see if the project will be completed on time; whether before deadline late, it must be noted. Based on the progress done in the project, the PM can investigate if any change should be made.

Budget:

The PM must know the amount spent from the total budget and how much is remaining; in different point of times during the project as well as to compare the spending in relation to task completion. Also the PM must try to see whether the project will be under budgeted or over budgeted. The PM must conduct an effective analysis of the financial reporting process, especially with contractors and joint ventures.

Scope:

The PM must know what units are working on what task and if the task they are working on is included in the scope or not. The PM is also expected to know if any change has occurred to the scope, which will require an update to both the schedule and the budget.

Project Closing

- Final analysis of the project scope:
- Release or locate the resources:
- Finalize Procurement or contract:
- Filing of the project documentation for later

Scope Management (Rakan)

Project Scope Statement

The end goal of our venture is to rescue stray animals in Peru by providing them with food, shelter, and veterinary care. Since our organization is a non-profit, it will be predominantly based on cultivating public support and fundraising. Thus, we will emphasize the significance of our work and try to get the people of Peru involved in the process. This will be done by creating a mobile application that will make it easier for the public to notify us of the presence of a stray animal in their area; which will help us rescue the animals as well as create a disease-free environment for the people of Peru.

Product Description

Since there is a large number of stray animals in Peru, we decided that involving the people of Peru in our project is crucial to its success. Thus, we decided to develop a mobile application to make people's involvement more efficient. The application will serve as a way to connect us to the public, allowing them to notify us in case they saw a stray animal in their area. The application will also notify the user of any volunteering opportunities as well as enable them to make a donation if they wish to. Finally, our mobile application will list all of the animals that we have rescued and treated in case the users wanted to adopt any of them.

Project Deliverable

Our main deliverable is to feed, shelter, and treat stray animals in Peru as well as create a safe, disease-free environment for the people in Peru. We will also work tirelessly to shape people's perception of animal cruelty and bad living conditions in Peru and other places in the world.

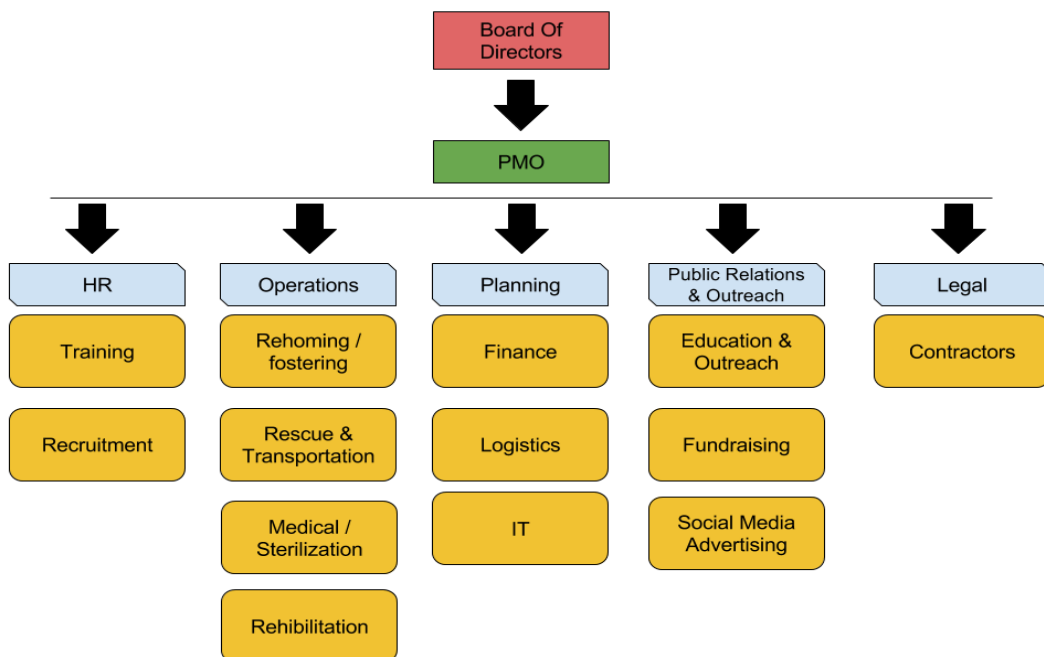
Project Exclusions

Although we would like to expand our project to other countries that have a large population of stray animals, we decided to focus solely on Peru for now due to our lack of resources. However, expanding our efforts to other countries remains a possibility in the future.

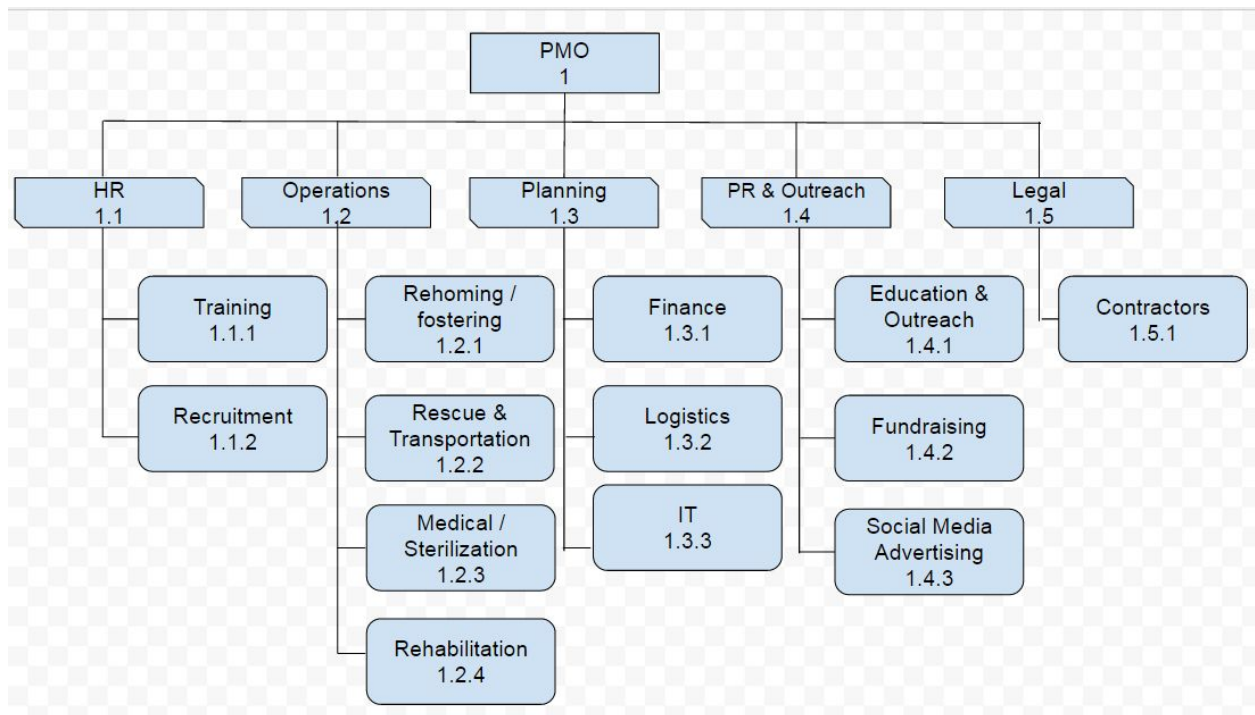
Project Assumptions

We assume that the people of Peru will receive our work positively and will try to contribute to our efforts since having a large population of sick animals on the streets of Peru not only affects the animal's well-being but also the safety and well-being of the entire community.

Organizational Chart



WBS



Time Management Plan (Ryan)

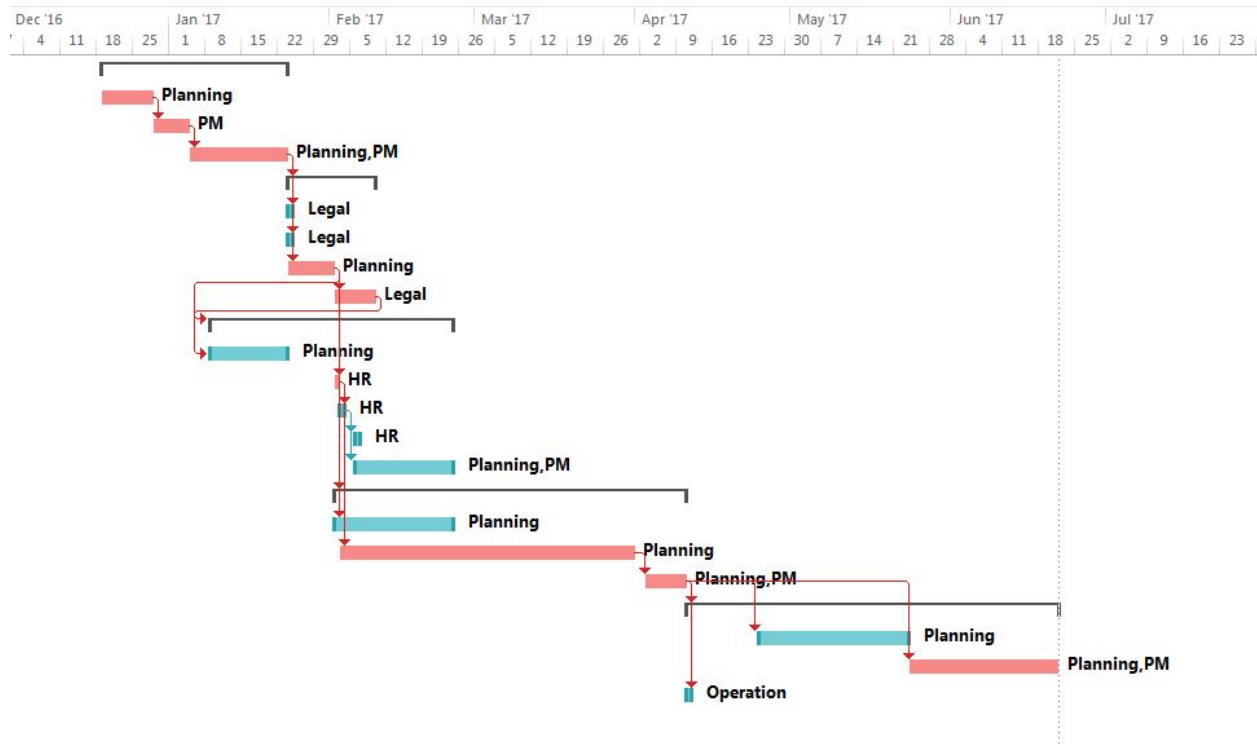
Milestones and Tasks

Developing a set of milestones and tasks will allow us to measure are projects projected end goal. This will give us a detailed analysis from start to finish. It will help to make note of key dates and deadlines within our project and also inform us on when deliverables need to be submitted. Having a milestone chart mitigates our risk involving timing, fallibility, and accountability; while also acting as a visual aid.

		Research Requirerments	26 days	Mon 12/19/16	Mon 1/23/17		Planning,PM
		compeition	8 days	Mon 12/19/16	Wed 12/28/16		Planning
		stakeholder buy in	5 days	Thu 12/29/16	Wed 1/4/17	2	PM
		develop business model	13 days	Thu 1/5/17	Mon 1/23/17	3	Planning,PM
		Legal Clearnce	13 days	Tue 1/24/17	Thu 2/9/17	4	Legal,Planning
		Government approval	1 day	Tue 1/24/17	Tue 1/24/17	4	Legal
		obtain licenses and permits	1 day	Tue 1/24/17	Tue 1/24/17	4	Legal
		review business model	7 days	Tue 1/24/17	Wed 2/1/17	4	Planning
		Insure business	6 days	Thu 2/2/17	Thu 2/9/17	8	Legal
		Facility and Staff	35 days	Mon 1/9/17	Fri 2/24/17	9	Planning,HR
		search for a facility	11 days	Mon 1/9/17	Mon 1/23/17	8	Planning
		Chart orznization	1 day	Thu 2/2/17	Thu 2/2/17	8	HR
		highlight wanted skills	1 day	Fri 2/3/17	Fri 2/3/17	12	HR
		Set up Contracts	1 day	Mon 2/6/17	Mon 2/6/17	13	HR
		acquire equipments	15 days	Mon 2/6/17	Fri 2/24/17	13	Planning,PM
		develop support services	48 days	Thu 2/2/17	Mon 4/10/17	8	Planning,PM
		Requirments search	17 days	Thu 2/2/17	Fri 2/24/17	8	Planning
		designe	41 days	Fri 2/3/17	Fri 3/31/17	12	Planning
		test	6 days	Mon 4/3/17	Mon 4/10/17	18	Planning,PM
		Lanuching	52 days	Tue 4/11/17	Wed 6/21/17	19	Planning,PM,Operation
		montior market	21 days	Tue 4/25/17	Tue 5/23/17	19	Planning
		monitor feedback	21 days	Wed 5/24/17	Wed 6/21/17	19	Planning,PM
		Grand Opening	1 day	Tue 4/11/17	Tue 4/11/17	19	Operation

Gantt Chart

To ensure that our project is controlled correctly we are using a Gantt chart. This will help in providing a step-by-step schedule as to not miss a crucial deadline, resulting in more money and time being spent. Visually representing our activities will allow for a clear outline involving all tasks that need to be completed and in which order they need to be met.



Define Activities

In order for us to stay on schedule we must define and document our activities accordingly. Following the right tools and techniques will allow for the correct inputs to be used as to generate the best outputs.

Defined Project Activities:

- Research Requirements
- Legal Clearance
- Facility and Staff
- Develop Support Services
- Launching

Inputs

- Scope Baseline
- Organizational Process Assets
- Enterprise Environmental Factors

Outputs

- Activity List
- Activity Attributes
- Milestone List

Sequence Activities

After we define our activities, we will move onto sequencing. For us to correctly sequence our defined activities, we will need to analyze which activities will have a clear and definite predecessor before the next activity will be able to start. The first activity will have no predecessor but every activity following will. We want the sequencing of events to be correct so our project stays on schedule.

Inputs

- Scope Statement
- Activity List
- Activity Attributes
- Organizational Process Assets
- Milestone List

Outputs

- Document Updates
- Schedule Network Diagrams

Estimate Activity Resources

After we have successfully completed our sequencing of events, we will next move on to estimating our resources. This is important because we want to be able to estimate the resources that each activity will need, such as work effort, and pin the availability of each resource.

Inputs

- Activity List
- Activity Attributes
- Resource Calendars
- Organizational Process Assets
- Enterprise Environmental Factors

Outputs

- Resource Breakdown Structure
- Document Updates
- Activity Resource Requirements

Estimate Activity Durations

After we have gauged our activity resources, we will need to estimate their durations. We will need to adequately estimate how long each activity will take based on three attributes: the work required, the resources each activity needs, and the duration of each.

Inputs

- Activity List
- Activity Attributes
- Activity Resource Requirements
- Resource Calendars
- Organizational Process Assets
- Enterprise Environmental Factors
- Scope Statement

Outputs

- Document Updates
- Activity Duration Estimates

Develop Schedule

After we have successfully assigned each activity's estimated duration we will begin to develop our project's schedule. This needs to be an iterative process and will also be determining the schedule and milestones start and finish dates.

Inputs

- Activity List
- Activity Attributes
- Activity Resource Requirements
- Activity Duration Estimates
- Resource Calendars
- Organizational Process Assets
- Enterprise Environmental Factors
- Scope Statement
- Management Plan-Risk Register
- Schedule Network Diagram

Outputs

- Document Updates
- Activity Duration Estimates

Control Schedule

Lastly we will need to control the schedule that we have created. Scheduled activities will need to be monitored and updated if need be. If any deviation occurs, we will be able to correct the problem and minimize the risk associated with it.

Inputs

- Management Plan
- Schedule
- Work Performance Information
- Organizational Process Assets

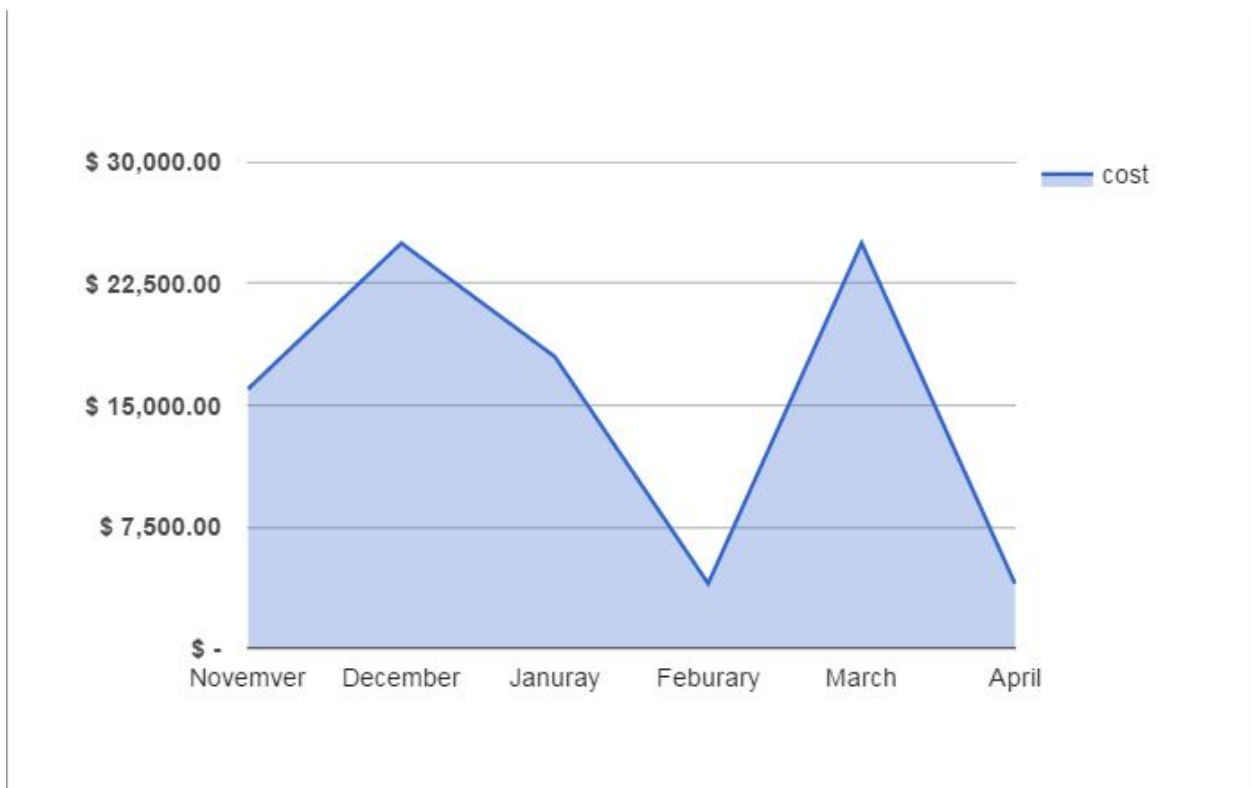
Outputs

- Management Plan Updates
- Document Updates
- Change Requests
- Organizational Process Assets Updates
- Work Performance Measurements

Cost Management Plan (Nicolette)

Estimate/Budget Cost

The project budget is a detailed, time-phased estimate of all resource costs for our project. We used the analogous estimating technique, which is based on information from prior similar business. We looked at the cost for starting up an animal rescue project and the cost of developing applications similar to the applications we will be developing.



Overall Fundraising Goals

- Total dollars to raise: \$100,000
- Donor retention rate goal: 50%
- Donor acquisition goal: 512

Our Ideal Donor

Females, 45-75, educated, animal lover, pet owner, can't stand to see suffering or injustice, loves kids and has kids, volunteers in the community

Fundraising Plan Summary

Strategy	SMART Goal	Projected dollars raised	# renewed donors	# new donors
Grants	Raise \$20,000 from private foundations and civic clubs	\$20,000	3	2
Events	Raise \$10,000 from 1 signature event	\$10,000	10	65
Individual donors	Ask current and past donors, volunteers, and supporters to give	\$40,000	400	25
Major gifts	Ask 10 major donor prospects for a minimum \$2,000 gift	\$20,000	10	
Other fundraising	(online, T-shirt sales)	\$10,000		240
Marketing	Give at least 12 presentations in the community; Get 4 stories in the news			25
Communications	Send an email newsletter to donors once each month; Send tax summary letter; Send annual report			
Total		\$100,000	423	407

Area: Grants

Goal: Identify, submit, and get grants from private foundations and civic clubs; for a total of \$20,000 in 2015.

We will go after key grants that we have gotten before and use the Foundation Center database to do research and find new ones. We think, based on our research, that we will get 5 grants at an average of \$4,000 a piece.

Grant Targets

Organization	Deadline	Ask amount	Program/Project	Notes

Action Steps:

1. Identify someone to coordinate the grant effort.
2. Conduct research using the Foundation Center database to identify applicable private foundations.
3. Create a list of civic clubs that may willing to give.
4. Create a list of upcoming deadlines.
5. Choose the program/project appropriate for each grant/gift.
6. Prepare and submit grant requests.

Area: Special Events

Goal: Raise \$10,000 at a program-focused fundraising event held in 2016 with 100 attendees invited by 10 table hosts (assuming banquet table seating of 10 guests).

Event details: A program-focused fundraising event is a calculated event that leverages the power of relationships to bring together a group of people who are most likely to care about the non-profit programs and be willing to support.

Action steps:

1. Designate someone to coordinate the event	4 months before the event
2. Plan the event logistics (date, location, time, meal, event budget, etc.)	4 months before the event
3. Recruit 10 table hosts	3.5 months before the event
4. Train the table hosts and have them start inviting guests	3 months before the event
5. Plan the program	1 month before the event
6. Plan the Ask and choose the amounts	1 month before the event
7. Create the pledge cards and any other materials	2 weeks before the event
8. Ask table hosts for contact info for their guests	7-10 days before the event
9. Call guests to remind them about the event	3 days before the event
10. Prepare registration materials	2 days before the event
11. Double-check the details	1 day before the event
12. Arrive early and set up	Event day
13. Send out thank you letters to everyone who gave	1 day after event
14. Do an event post-mortem	Within 5 days after the event

Area: Major Gifts

Goal: Raise \$20,000 from 10 major donors

We'll focus on 10 donor prospects and work to get a \$2,000 from each one, OUTSIDE, of our events. We'll create customized cultivation plans for each one.

Area: Other Fundraising

Goal: Generate \$10,000 from other sources

Objective: Raise \$5,000 from online giving

We'll ask our Facebook fans, once a week, to support our activities, especially when we have cases with significant medical needs. Based on our history of online giving, we expect to have an average of 10 gifts per month at an average of \$50 per gift, for a total of \$3,000.

Based on research, we expect to raise \$2,000 for specific animals, as needed.

Objective: Raise \$2,500 from 500 T-shirt sales

We have a super cute design for a new T-shirt that we plan to sell online on our Facebook page and our website throughout the year. We will also offer it at adoption events and any other activities where we are in the public.

T-shirts will cost us about \$5 to print and we plan to sell them for \$10, for a profit of \$5 per shirt. If we sell 500 shirts with a \$5 profit, we will clear \$2,500.

We will not consider these people as donors since they've received something in return.

Although we will create a process for converting these people to donors, and hope to see 50 of them make a donation in addition to their T-shirt purchase.

Objective: Raise \$1,500 from general donations

We often receive donations at adoption events, website visitors, memorials and honorariums, birthday gifts, and other various sources. Based on our history, we estimate we will raise \$1,500 from general donations this year. Also based on our history, we estimate there will be about 100 gifts.

Objective: Raise \$1,000 at adoption events

Every month we hold adoption events at various locations in the community; including PetSmart. We will ask people to consider making a donation to help us. We hope to raise \$1,000 from 50 people in \$20 gifts.

Area: Marketing

Goal: Give at least 1 presentation each month to church groups, civic clubs, or other gatherings of potential supporters.

We will find civic clubs, garden clubs, church groups, and other places where we can give a presentation on our work each month. We will make sure to include a "How You Can Help" sheet for every attendee.

Goal: Get at least 4 stories in the local news this year.

We will send a press release of pertinent stories, regularly, to the local news media. We will also work to develop relationships with reporters and news managers.

Monitor and Control Cost

Budget and personnel decisions are easily justified to enable a continuing decrease in animal intake to the Animal Center with a continuing increase in live outcomes and a corresponding decrease in euthanasia numbers. Budget requests are mapped to a long term budget plan in support of “Managing Pet Overpopulation: A Strategic Plan for Moore County, NC”. The budget includes incremental planning to evolve the facility to support current best practices with respect to animal welfare in a sheltered environment.

Quality Management Plan (Rakan)

The quality assurance and quality control will be the most significant parts of the quality management plan. Quality assurance will help us ensure that everything is going according to plan and that we are operating in accordance to the ethical standards expected of an organization that seeks to help sick, homeless animals. A Quality checklist will assist us in keeping track of all of our practices and pre-set standards as well as make sure that all of our operations are running smoothly and in a timely fashion.

Quality control will also be reviewed. Through quality control we'll be able to monitor and control every aspect of our organization, from planning to launch.

Quality Control Plan

Control	details	Responsible	First approval	Final Approval
Planning / Research	Making sure the plan is well thought out / researched and everything is accounted for.	Planning	Division heads Initials	PM Signature
Legal Security	Making sure there are no legal threats regarding our organization's practices and that everything is done in a legal manner	Legal Operation	Division heads Initials	PM Signature
Stakeholder Buy In	The percentage of stakeholder buy in and support in a given time	PMO	Division heads Initials	PM Signature
Facility and equipment	Stability and ease of use	Planning Operation	Division heads Initials	PM Signature
Support and Development	Designing App, Volunteering program and marketing	Planning (IT)	Division heads Initials	PM Signature
launching	Grand opening and Advertisement	Planning / Public Relations	Division heads Initials	PM Signature
Monitoring	Track the feedback and comments after deployment	Planning	Division heads Initials	PM Signature

Quality Assurance Checklist

Quality Assurance Plan

Reach

- ☐ Types of targeted populations being reached
- ☐ Volunteers have been approved

Effectiveness

- ☐ Identification of program outcomes

Adoption

- ☐ Number of options offered in the program
- ☐ Adequacy of partnerships for promoting program activities

Implementation

- ☐ If an adequate training infrastructure is in place
- ☐ Program leader performance
- ☐ Program challenges and recommended program adjustments
- ☐ Team use of program implementation and manuals

Maintenance

- ☐ Program sustainability- how will it continue in the long term?

QA Plan Orientation

- ☐ Plan to provide specific training about the quality assurance plan
- ☐ Discussions with program coordinators and other program implementers across the state about the QA plan
- ☐ Planning for additional orientations or new training about the plan, as needed

Management Responsibilities and Program Review

- ☐ Designate the person responsible for the QA plan at the state level, regional and county levels
- ☐ Institute an overall plan for QA activities linking responsibilities with time lines for plan implementation
- ☐ Specify procedures for reviewing data to assess different program components
- ☐ Specify mechanisms for periodic review and overall performance indicators and making corrective actions.
- ☐ Standardize protocols and routinize opportunities to provide feedback to the core team, program coordinators and implementers.
- ☐ Periodically review and update the plan

Check Completed by: _____ Date: _____

Human Resources (Nicolette)

Plan

The budget plan includes not only headcount planning, but budgeting for a structured educational map for employees. Staff will be well trained and enabled by technology to perform their tasks efficiently, effectively, and expeditiously. They will need to also adapt quickly to changes. Hiring practices will include a focus on technology capabilities, volunteer management, interaction, and an extensive use of communication channels. Certified veterinary professionals will play a key role. Continuing education courses, both online and conference format are standard for staff members as part of a structured educational approach. High performing staff members will be maintained to maximize the efficiencies of the programs, through attractive enough to continue educational opportunities.

Volunteer Program Checklist

- ☐ A Program Coordinator position identified and defined to embrace volunteer coordinator responsibilities, along with other program responsibilities.
- ☐ The development of a county-wide volunteer process necessarily delayed the ramp-up of the volunteer program under the new Director, but now a more structured, accountable program should provide a quicker, more effective ramp-up which will aid with off-site adoptions and other initiatives
- ☐ A core of volunteers (approximately 3-5) have continued to walk/exercise dogs and socialize cats
- ☐ Lead Volunteer supplies daily report of volunteer activity with status reports of dogs and cats
- ☐ AC staff notify Lead Volunteer (and web site posters) of animals to remove from sites due to placement or euthanasia
- ☐ Several volunteers have taken the lead on community events , Ex: St. Patrick's Day Parade and coordinating Pet Smart Cat Habitat and quarterly weekend adoption events
- ☐ In-house and off-site volunteer hours recorded via application
- ☐ Volunteers report concerns (worms, limping, behaviors) to staff directly or via binder with summary to Director
- ☐ Photographs are taken of dogs and cats when released for placement and posted on the AC web sites, Petfinder, Rescue Me, AllPaws and Adopt-A-Pet. A special area has been set up for photographs

-
- ❑ Specific music purchased but unclear how frequently used in kennels

2017 Goals

- (What will be accomplished by the end of December, 2017)
- Volunteer Program process to be completed with plans to:
 - Assign volunteers to specific tasks: Animal Foster Care, Animal Transport, Animal Operations Intern (Communications), Customer Care Specialists, Special Event Staff, Cat Socializer, Dog Socializer and others as needed
 - Complete revision of Volunteer Training Manual
 - Published online to Volunteer Newsletter
 - Recruit new volunteers
 - Establish recognition program
- Complete Animal Care Processes by December 2015
- Establish criteria for behavior assessments to enhance information for adopters; to be integrated into Care Processes
- Scheduled inspection of kennels by shelter technicians for well being of animals, food, water, cleanliness, toys; recorded in Shelter Pro
- Add additional monitors for security camera system, especially Director's office and reception area
- Evaluate legal implications of AOAB member/certified dog trainer providing one; free dog training session to new adopters and their dog
- Evaluate legal implications of PAWS training program for volunteers and shelter technician staff by AOAB member/certified dog trainer
- Review February, 2013 Updates to August, 2014 Revisions of Standard Operating
- Procedures to be consistent with 2013/2014/2015 Processes
- Continue developing Care Process flows to reflect preferred processes, Monitor Care Process Flow (AOAB and AC staff initially developed, 2013) and evaluate per measurement standards
- Schedule of shelter technicians and volunteers to walk dogs, socialize cats; combination of volunteers and staff ensures every dog exercised outdoors several times throughout the day, especially before closing. Consider using kennel "Walked Card" to identify exercise frequency
- Strive to achieve ideal time criteria for dog outside play (20-30 min) and cat socialization (15-20 min); consistent with AC/AOAB Process Flow
- Replace ventilation system between viewing and holding areas
- Consistent distribution of toys

-
- Purchase interactive toys so volunteers can use with animals
 - Purchase filling for Kongs with emphasis on days the AC is closed
 - Additional signage on highway, improve appearance of sign changed to reflect open hours
 - Consistent use of Animal Center logo developed in 2014
 - Consideration of evening hours a couple of days a week; closing on Monday to be open on Sunday
 - Build large play area; consider “Canine Grass”

Execution

- Reducing the overpopulation problem through proactive spay neuter assistance initiatives that target population segments responsible for unwanted pregnancies. This includes financial assistance as well as transportation support.
- Reducing the need for owner surrender through support mechanisms including: 1) food and medication assistance for low income population, 2) foster home network for military deployment displaced pets, 3) behavioral counseling for problem animals, 4) counseling and training/obedience education for new adopters.
- A strong neighborhood dog initiative, including funding for aggressive spay neuter assistance and networking for colony management.
- Increased public awareness of the euthanasia problem and proactive education programs in the schools for responsible pet ownership (Pet Responsibility Committee (PRC)).

Acquire Project Team

The goal of Street Strays Peru is to attract and retain a diversity of volunteers, staff, and board members. A large quantity of committed individuals is a valuable resource to any nonprofit organization. More people helping with the variety of tasks, done on a regular basis, eases the burden on everyone. Additionally, utilizing individuals with a variety of backgrounds, skills, and knowledge will allow the organization to access greater resources. Further aspects of this goal include:

- Diversifying individuals working on the committees
- Reducing burnout among board members and volunteers
- Attracting and retaining more volunteers

Objectives

- Develop an organizational infrastructure that supports the achievements of the organization's vision and goals
- Increase volunteer participation
- Ensure caretaker competency and consistent training
- Develop excellent customer service skills and expertise across all areas of the organization
- Ensure professional development of staff that will enhance organizational operations

Develop Project Team

- Establish Community Outreach Position
 - Hire Outreach Manager
- Establish Kennel Manager Position
 - Hire Kennel Manager
- Create a Lead Adoption Counselor Position
 - Hire LAC
- Create two Part-time Kennel Attendant Position
- Establish a Lead Volunteer Services Coordinator Position
- Create and develop foster program
- Establish ELT position to assist with phones, front desk, Monday RTO's
- Develop training program for all new staff
- Provide training opportunities for shelter staff
- Provide management training for shelter supervisors
- Change staff evaluations to support the vision
- Establish an inmate program to support kennel functions
- Recruit volunteers & fosters
- Increase volunteer hours and retention
- Increase number of volunteers
- Establish volunteer mentor program
- Expand volunteer opportunities
- Provide volunteer enrichment programs
- Utilize volunteer interests and skills for special events, rabies clinics, etc.
- Provide customer service training for front desk staff
- Provide training and enrichment for staff
 - VFHS conferences
 - HSUS conferences
 - Petfinder.com
 - Chameleon Conferences
 - Ayrshire Farms
 - Best Friends
 - Training by Veterinary staff for vaccination techniques

Staff and Volunteers

It is essential that an appropriate staff structure is in place, and that the duties of staff are clearly understood. It is important to consider the aims of the shelter, the daily and occasional tasks, the skills of your staff and the equipment available, and develop roles and responsibilities for them as appropriate.

The Recruitment Process:

1. **Define the need.** If we're replacing a staff member or volunteer who is leaving, try to find out why they're leaving. If it's a new position, firstly identify exactly what position it is that you are creating.
2. **List the responsibilities.** Make sure we have a list of tasks (i.e. job description) that the person will be expected to undertake.
3. **Identify skills/personality.** Once we've listed the tasks that the person will perform, we can begin to identify the skills or type of personality that he/she needs to possess.
4. **Meet the candidates and make your selection.** Ask questions that will give them the opportunities to talk about themselves and their motivations, as well as questions that will reveal facts, or which relate directly to the vacancy we're trying to fill.

Monitor and Control

Objective: Ensure that all staff members are aware of key activities in every area of shelter operations.

Responsibility Matrix					
TITLE	HR	Operations	Planning	Safety	Legal
Market Research	I	I	R	I	I
Legal Clearance	I	I	P	I	R
Facility Acquiring	I	R	P	R	P
Staffing	R	P	I	I	I
Develop	I	I	R	I	I
Launch	I	R	P	P	I
R- Responsible P-Participant I- Informed ✓					

Manage Project Team

- Hold functional area staff meetings as needed
- Conduct mediated team building activities
 - Weekly or monthly team huddles
 - Monthly newsletters from management
- Invite guest speakers from alternative dispute resolution centers

- Create a message board for receiving urgent animal needs communication
- Utilize email to communicate important information to all staff
- Provide roll call training to Animal Control team

Communications (Raed)

Plan

Communication is important to guarantee a successful implementation of the project. The following section will deal with the different processes to generate, collect, distribute, and save information. The most important areas we focus on are:

- Stakeholder communications
 - Inside
 - Outside
- Statues and updates communications
- Team communications

Execution

Communication is a shared responsibility among all the project workers. There are multiple ways for workers to share information to ensure the right time is accurately implementation for the project. Stakeholders, the PMO, and teams should be able to distribute information based on the plan below

<u>Project Title</u>		<u>Project sponser</u>	<u>Obective</u>	
Street Strays Peru			Reducing the amount of stray animals	
Communication Plan				
	<u>Daily</u>	<u>Weekly</u>	<u>Bi-Montly</u>	<u>Monthly</u>
<u>Sponsor</u>				Formal Presentation
<u>Teams</u>	conference call- informal		Formal presentation	
<u>Division Heads</u>		conference call- informal		
<u>Customers</u>		emails & web informal		
<u>PMO</u>		emails informal		formal presentation

Monitor and Control Performance

Stakeholder must be updated regarding the project progress and updates, this should be done by the PMO in a form of monthly meetings. PMO should inform the PM regarding any changes in the plan and how that might affect the work progress. Teams also will report

the statues of their task, changes or threats, that will ensure high level of productivity and it will minimize the threat of the project facing threats or falling behind the schedule.

Communication Matrix Plan				
<u>Audince</u>	<u>Informition</u>	<u>Method</u>	<u>Frequency</u>	<u>Reciver</u>
PMO	Updates regard the project& approval	Meeting	Monthly	B.O.D
Planning	Project Statues, changes, updates	Meeting	weekly	PMO
Legal	Legal or political threats	Meeting	weekly	PMO
Safety	Work hazards and Loss prevention	Email.	weekly	all Divisons
Ops	Operation effectiveness	Email	weekly	PMO & Planning
HR	training and recruiting	Email	monthly	PMO

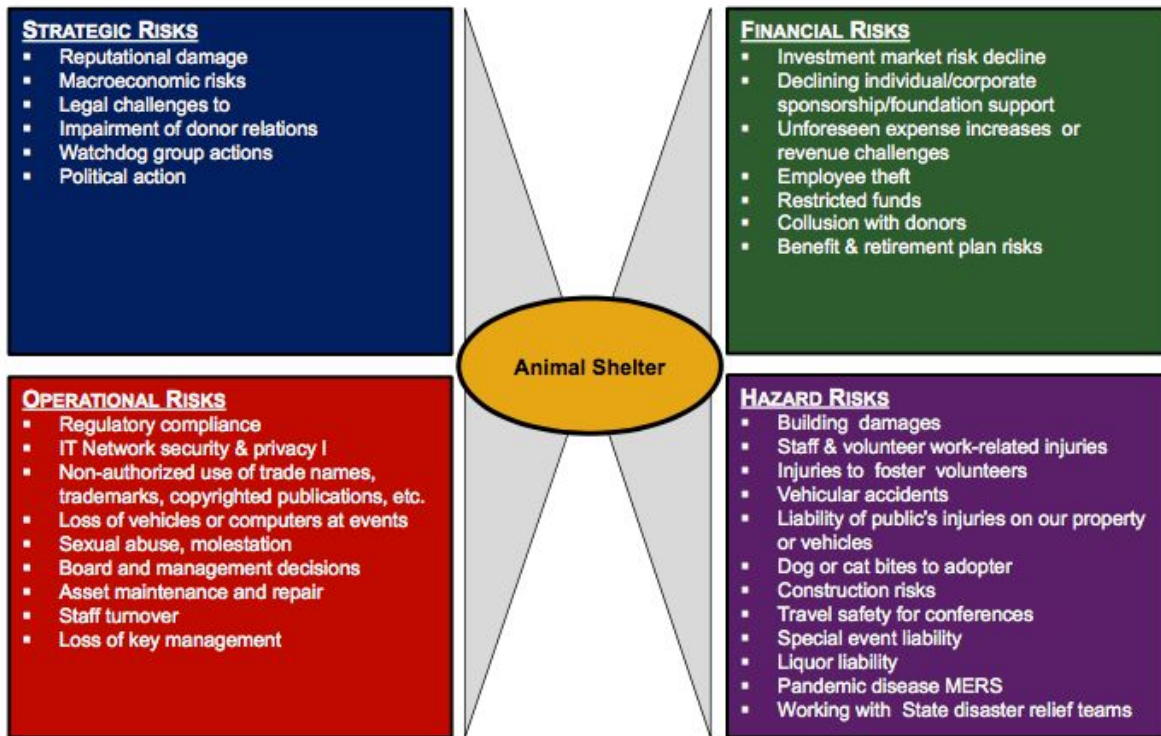
Risk Management (Nicolette)

Planning

Managing risk is a key factor when operating an animal shelter. Every director or manager of an animal shelter should work in developing and devising a well thought out and highly detailed plan for managing risk factors. Such a plan is considered a risk management plan and calculates the degree of risk involved in working with animals for the benefit of the public as well as the animals under the organization's care.

Risk management plans increase safety awareness among staff members and volunteers and lower insurance liability for shelters by addressing multiple risk factors with both people and animals in mind. They also accomplish this by incorporating best practices from throughout the animal service industry.

A risk management plan serves as a major component of the daily operations of an animal shelter while providing guiding principles for reducing risk throughout the organization. By putting such a plan into action, we will identify risk factors while also including policies and procedures for reducing and eliminating them as well. Overall, our risk management plan will prepare us for the best and safest service possible. In order to control risk, we plan to outline each possible risk with a risk management matrix and we will include our solutions in order to mitigate and control each possible risk.



Animal Safety Recommendations

- Develop Care Processes to define evaluation and treatment of animals consistent with SOPs/processes to include components for Intake exams for dogs and cats with vaccination protocol (using ASPCA Vaccination Decision Tree) for all animals entering shelter and moving to Viewing Area
- Monitor animal appetites to identify potential sick animals; record in Shelter Pro
- Consistent monitoring/treatment of animals for ticks/fleas/worms
- Review current policy of not allowing puppies outside due to perceived concern of transmitting parvo
- Establish a protocol for injured animal care (defined in revised 2015 SOPs)
- Document cat respiratory illness to determine ventilation issues and treatment options
- Review types of vaccinations currently used to comply with current medical advances
- Consistent, proactive medications (L-lysine) for cat upper respiratory infections; consult with veterinarian during outbreaks
- Request vet consults
- on cat respiratory outbreaks if large numbers of animals are being euthanized due to URIs

Identifying Risks

Project Title	Project Sponsor			Objective			
Street Strays Peru	John Smith			To rescue, revive, and place stray animals from Lima, Peru			High priority
Risk	P	I	W	Responsible	Mitigation		Medium priority
Targeted people don't like it	9	10	90	Planning	Verify Requirement and Design		low priority
Risk of unsustainable growth	5	8	40	Planning	Research Strategy		
Wrong development teams	2	6	12	PMO	Double check Key worker and skills		
Wrong operation teams	5	9	45	PMO	Double check Key worker and skills		
Safety Hazards	3	7	21	Safety	Safety awareness program		
Breach of law	2	9	18	Legal	Law consulting		
Bad Feedback	3	9	27	Planning	Research Strategy		
Lack of resources	9	8	72	PMO	Procurement Plan/Backup Supplier		
Support services functionality	6	7	42	Planning	System analysis testing		

Other Recommendations

1. **Utilize your volunteers.** Volunteers donate their time to your animal welfare organization because they WANT to help the organization fulfill its mission. Don't try to hold on to tasks that you can delegate to others. Recruit volunteers to serve on a risk management committee that takes on the last six steps of this plan.
2. **Brainstorm potential risks.** Your volunteer committee is responsible for brainstorming every potential risk you face on a daily basis – animal bites, visitor slip and falls, volunteer injuries, etc.
3. **Match existing tools.** Once they have a complete list, they need to review your existing risk management tools to see if you are addressing certain risks already. Common tools utilized by animal welfare organizations include volunteer application, adoption waivers, foster home guidelines, etc.
4. **Identify a need for new.** The most important part of the committee's responsibilities is to identify a need for new or updated tools. Are the existing tools, policies, and procedures strong enough? Is your organization missing an important item?
5. **Create new tools.** Once they identify a need, they need to find acceptable risk management tools to fill the gaps. It is important they understand these new policies and procedures in their entirety and they provide you with a report on their recommendations.

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6. **Educate your volunteer team.** Schedule training for the committee to educate volunteers on the new policies and procedures. Review the tool, the benefits, and the expectations of the volunteers. Test the volunteer's knowledge afterward to make sure they fully understand the changes.
 7. **Audit the effectiveness.** Have the committee schedule a future date to audit the new policy and procedures' effectiveness. Did your organization experience a decrease in incidents? Do you need to make new updates? Continue to review all risk management tools on a yearly basis.

Procurement (Ryan)

Plan

In order for our project to succeed we need to develop a plan that involves the processes needed to acquire the products involved to successfully run or operation. Purchasing the right materials and having a designated facility is a must. We will also have to set up the right contracts and gauge in seller feedback. The contracts that we do set up, will need to be administered by people who are authorized members within our group and will need to be finalized before moving on.

Purchases and Acquisitions

We will need to acquire a facility to house the stray animals before they are set up for adoption. The facility will need adequate ventilation and must be situated to allow for the easy housing of animals throughout. There will need to be enough space so overcrowding is not a problem and individual rooms for animals that have not been tested, so that the spread of disease is minimized and also in the case of animals that don't get along. Lastly there will need to be an outdoor area so the animals will be able to get fresh air and a place to run and exercise.

The list of materials needed is as follows:

- **Food**
 - Canned wet food, both cat and dog
 - Bagged dry food, both cat and dog
 - Treats, small and large, both cat and dog
- **Toys**
 - Ropes

- Squeaky toys
- Balls
- Fake mice
- Frisbees
- **Kennel/Kennel Supplies**
 - Blankets
 - Disinfectant wipes
 - Paper towels
 - Pads
 - Waste bags
 - Cat litter
 - Leashes/collars
- **Medical Supplies**
 - Latex gloves (small, medium, large)
 - Blood collection tubes
 - Syringes
 - Bandages
 - Cotton balls
 - Heartworm preventive
 - Flea and tick control
 - Deworming medication
 - Vaccinations
 - Surgical equipment for spaying and neutering

Seller Selection: Veterinary Supplies					
	Weight	MWI	Valley Vet	Jeffers Pet	Cal Vet
Knowledge	25%	10	9	10	8
Availability	20%	7	7	8	5
Location	5%	6	6	5	5
Sellection	15%	6	5	6	4
Cost	35%	6	4	6	5
TOTAL	100%	7.2	6.1	7.35	5.6

Contract(s)

Our project will be associated with three types of contracts: one for employment related to veterinary staff within our facility, the second for adoption related to the shelter with the prospective adopter of said animal, and third will be the contract related to our vendor.

The first contract will involve our veterinary staff and will be billed as a Time and Materials Contract (T&M). This allows us to hire veterinary services that revolve around direct time spent, services, and materials/equipment used. The contract will require signing before

any vet technician looks over a rescued animal. We need to know our staff is medically educated and has the right training also. It will clearly go over the terms of employment related to hourly rates and also what is acceptable practice and what is restricted.

The second contract is for any person who wishes to adopt an animal from our facility. A set of standards must first be met before this adoption can occur. We want to make sure that the animal will be taken care of and will be living in a clean and loving environment that provides the amenities and security they will need.

Our last contract will be for our selected vendor. The vendor will be crucial in supplying the right goods we will need to operate our facility. The contract itself will be a Fixed-Price Contract with Economic Adjustments (FP-EPA). This will allow us to pay our vendor a set amount but will also take in mind inflation costs for specific commodities such as medical equipment.

Request Seller Responses

In order for us to choose the right vendor for our project we will need to weigh in on the knowledge they have in the field they operate within, the availability of their products, the location of their business or shipping center, the selection of products they carry, and the cost of said products. Once we weigh in all of these attributes, then we can make a final selection.

In order for us to choose the right veterinary staff for the project we will need to get resumes, background checks, and set up interviews. This will allow us to choose the right staff who offer the best veterinary services and are the most qualified for the job.

Request Buyer Responses

For an adopter to be secured, we must go over a set of questions that the the adoptee must answer. These questions will be geared towards the following terms and conditions:

- Adopter agrees that the animal to be adopted will be a domesticated house pet that is allowed to go outside for periods of play and exercise in a fenced or secure backyard
- Adopter agrees that a member of our organization can conduct a periodic visit to their residence as to check on the care of the animal during the probationary period
- Adopter agrees to provide the veterinary care the animal needs, when needed
- Adopter agrees that we can repossess the animal if inadequately unable to take care of them or abuse is known
- Adopter agrees that if living in an apartment or rented house, is allowed to be in care of an animal and makes known of their adoption to said owner of property

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- Adopter agrees that he/she is of 18 years of age
 - Adopter agrees to make known any charges of animal abuse that he/she has been prosecuted for in the past
 - Adopter agrees they will return the animal if they find they are no longer able to take care of it

Select Sellers

After carefully going over our sellers selection for veterinary supplies and applying all weighted values to the graph, we are able to see that the best suitable vendor for our needs is Jeffer Pet. They will be able to help our project more than the other three selected vendors and rated the highest.

This will strictly be based on resumes, background checks, and the gauging of their interviews. Once all of this is reviewed, then will be able to select the vet-tech that offers services best suited for our needs.

Select Buyers

We will select adoptees based on the responses given after the forms are filled in and returned to us; within a timely matter. After careful evaluation of each seller, we will then choose who will be the one who is best suitable to take in the animal in question. If the adoptee has a change of mind on wanting to adopt the animal, we will move on to the next best candidate for adoption. Lastly, the adoptee of choice will need to sign the contract to finalize the process of adoption, as will be discussed below.

Administer Contracts

The contracts will be a binding document that must be signed to allow the adoption of an animal. The adoptee must understand the contractual obligations that he/she has and the legal rights to which they are protected under. This allows our team to be fully aware of the legal implications. To be able to administer a contract, we will first have needed the adoptee in question to fill out the seller's responses stated above. This will then be followed by the signing of said contract that will in fact be binding under law. Once the contract is signed we will finally move on to the discussion of guidelines related to the adoption process.

The contract for our vendor needs will also need to be filled and signed by our project legal team. This will be a binding document between the vendor and us; allowing us to procure the materials we will need for operation.

Close Contract(s)

The closing of contracts would be our last step in the procurement process and will involve: audits, negotiations, record management, and lessons learned.

- **Audits** are an important part of procurement management so we can fully make note of our successes and failures within the procurement management process in case those instances coincide with other contracts.
- **Negotiations** will be the last part of our relationships with our adoptees. This would be in case there are any conflicts that may need to be resolved, either through mediation, arbitration, or any other form of alternative dispute resolutions (ADRs). If none of these ADR options work, then we will be forced to move to a litigation within a court of law.
- **Record Management** is a must because it deals with important documents or contracts that can potentially have a significant impact on the company legally or otherwise. There is also the fact that a potential adoptee could face legal charges if a contract is broken. Keeping all documents and contracts indexed and filed provides for easy access and will be a part of the final project files.
- **Lessons Learned** are viable to our project because we want to focus on what we have learned over the course of our project. What we have experienced, our mistakes, and our successes will all play a crucial role into future procurements and having a detailed list will only make this easier for us as.

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