



# **Santa Cruz County Animal Shelter**

1001 Rodriguez St., Santa Cruz, CA 95062

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Melanie Sobel  
General Manager

## **SANTA CRUZ COUNTY ANIMAL SHELTER**

### **BOARD OF DIRECTORS MEETING**

**June 13, 2022 AT 11:00 AM**

**Meeting Location: BOS Chambers, 701 Ocean St., Rm. 525, Santa Cruz, CA 95060**

**1.0 Call to Order and Roll Call**

**2.0 Introductions**

**3.0 Consideration of Late Additions or Changes to the Agenda**

**4.0 Oral Communications – Any person may address the Santa Cruz County Animal Shelter Board of Directors during the Oral Communications period. All Oral Communications should be directed to items or issues that would be within the jurisdiction of the Santa Cruz County Animal Shelter but not on today’s Agenda. Board members will not take actions or respond immediately to Oral Communications presented, but may choose to follow-up at a later time, either individually or on a subsequent Agenda**

**5.0 Consent Agenda**

p.1 **5.1 Approve minutes of the April 11, 2022 meeting**

p.8 **5.2 Accept reports of the General Manager and the Management Team for April and May 2022**

p.14 **5.3 Accept and file the statistics for the months April and May 2022**

p.19 **5.4 Appoint officers of the Board of Directors for FY 2022-23**

p.22 **5.5 Approve continuing agreements for FY 2022-23**

p.24 **5.6 Accept designated and undesignated donations totaling of \$ \$8,972 from the SCCAS Foundation and direct that the checks be deposited**

**6.0 Regular Agenda**

p.25 **6.1 General Manager’s oral report**

p.26 **6.2 Consider and approve financial report for the months of April and May 2022 and take related actions**

p.31 **6.3 Consider and approve General Manager’s proposed budget for FY 2022-23**

p.53 **6.4 Appointment of Interim General Manager**

p.54 **6.5 Approve an agreement with WBCP for recruitment services and authorize formation of hiring subcommittee**

**7.0 Adjourn Regular Meeting**

**Correspondence**

**None**

## **EXECUTIVE SESSION – SCCAS BOARD OF DIRECTORS**

**Schedule a closed personnel session at the Conclusions of the Board's consent or regular agenda, or at any time during the course of the meeting announced by the Chairperson of the Board**

**Personnel Evaluation – Melanie Sobel - General Manager**

## **ACCOMMODATIONS FOR PERSONS WITH DISABILITIES**

**The Santa Cruz County Animal Services Authority does not discriminate on the basis of disability and no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. The Board holds all public meetings in accessible facilities. If you wish to attend the meeting and you require special assistance, please contact Joe Phares at 831/454-7206 at least 72 hours in advance of the meeting in order to make arrangements. As a courtesy, please attend the meeting smoke and scent free.**

## **Consent Agenda Item 5.1**

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Approve Minutes of April 11, 2022 Meeting

### Recommendation:

Approve the minutes from the Santa Cruz County Animal Shelter Board of Directors meeting of April 11, 2022.

# **Santa Cruz County Animal Shelter**

## **Board of Directors Meeting**

### **Minutes**

April 11, 2022, 11:00am

In-Person Meeting

VOTING KEY: B=Bush, C=Clark, Co=Coburn, Cz=Czerwin, F=Figueroa, R=Randolph, Ry=Ryan, S=Schmidt, W=Walpole,

First initial indicates maker of motion, second initial indicates the "second"; upper case letter="yes" vote; lower case letter="no" ()=abstain; ||=absent

Abbreviations: Board Member (BM), General Manager (GM), Field Services Manager (FSM)

1.0 Call to Order and Roll Call: Meeting was called to order at 11:12 am by ASA Board Chairperson Walpole. BM's Figueroa, Ryan, and Schmidt were not present for the meeting. New BM Figueroa has replaced BM McKinley as one of the two BM's representing the City of Watsonville. GM Sobel was absent and was replaced by SCCAS Adm. Svcs. Officer II Joe Phares.

2.0 Introductions: None

3.0 Consideration of late additions or changes to the Agenda: None

4.0 Oral Communications: None

5.0 Consent Agenda

5.1 Approved minutes of the February 14, 2022 meeting

5.2 Accepted reports of the General Manager and the Management Team for February and March 2022

5.3 Accepted and filed the statistics for February and March 2022

5.4 Accepted and approves quarterly report for all claims under \$10,000

5.5 Accepted and approved journal entry payments with the County of Santa Cruz

5.6 Accept designated and undesignated donations in the total of \$46,800 from the SCCAS Foundation and direct that the checks be deposited.

5.7 Accepted a gift in the amount of \$5,000 from Char Williams through Fidelity Charitable and directed that the check be deposited.

5.8 Accepted a gift in the amount of \$5,000 from Altman Specialty Plants, LLC. and directed that the check be deposited.

5.9 Ratify the purchase of a new surgery light and ultrasound for the Santa Cruz Shelter, and approve an AUD74 authorizing the General Manager to

transfer appropriations in the amount of \$14,600 from Regular Pay to Fixed Asset Medical Equipment for the purchase.

5.10 Approve an AUD60 to accept and appropriate \$63,000 in unanticipated revenue for the purchase of equipment and supplies for the new cat room

Public Comment: None

Board Comment: None

Board action on Consent Agenda 5.0: Vote: Cz B C Co /F/ R /Ry/ /S/ W

Item approved unanimously.

## 6.0 Regular Agenda

### 6.1 General Manager's Report –

- Watsonville Shelter re-opened March 1. The Shelter is open to the public Monday – Saturday, 8 am to 5 pm. Animal Care and Animal Control staff are onsite 7 days a week.
- Santa Cruz Shelter expanded hours from 12 pm – 5pm hours to 10 am – 6 pm, seven days per week.
- Four new animal care hires started in February. Only two vacancies are remaining, an RVT and an Extra Help Animal Services Assistant. The opening for RVT has been difficult to fill and is under continuous recruitment. The second opening is for an Extra Help Animal Services Assistant (Client Services) and we will be conducting interviews in April.
- Restarted the Planned Pethood Program in March. Contracted vets are performing spay/neuter for loan income residents. Contracted vet services are difficult to maintain due to the competitive market for these services.
- RFP for veterinary services was advertised in February. No responses have been received to date. Plan B is to initiate a recruitment for a full-time Vet who would be an employee of the Shelter. That position is in our budget as unfunded. SCCAS will provide another update in June.
- The Santa Cruz Shelter Expansion is wrapping this month and is currently 95% complete.
  - o The new space looks great and will really improve our cat and rabbit spaces and provide a more interactive experience for clients. The surgery suite will also be expanded and improved and allow us to shift our spay/neuter clinics from the annex back to the main shelter.

Board Comment:

BM Clark asked what the requirements were to become an RVT and is SCCAS reached out to the local schools. ASO Phares stated he believed it is about a

one-year program and that SCCAS has worked closely with County Personnel to outreach schools and other sources of potential candidates.

BM Clark asked what the SCCAS pays a Veterinarian. ASO Phares indicated approximately \$70-\$90 per hour, however a review of the Personnel salary schedule indicates an hourly rate range of \$54.62 - \$74.19. ASO Phares indicated it was very difficult to recruit for this position due to the discrepancy in pay between SCCAS and the private sector, even after considering better benefits and retirement offered by the County.

BM Czerwin asked how the public signs up for Planned Pethood. ASO Phares stated that the program is advertised on the website and residents call in to inquire about availability and that we are currently booking about two days per week one month in advance. SCCAS would like to expand the program however ongoing vet services shortages prevents that.

#### 6.2 Approved financial report for the months of February and March 2022.

ASO Phares oral report on financials:

- The Financial Report for February/March 2022 reflects total revenues during this period of \$509,374. Licensing revenues YTD are \$200,788. At this point last year licensing revenues were \$214,325. YTD revenues are 84% of a potential 75% so we are slightly ahead of budget on revenues and anticipate revenues will come in on budget.
- Total expenditures during this period were \$649,176. YTD expenditures are 63% of a potential 75%. Significant salary savings of almost \$300,000 due to vacancies in the first half of the fiscal year are the major contributing factor. These savings are not continuing however as we are close to full staffing.
- Our FY 21-22 budgeted net cost was \$422,676. This cost would be covered with fund balance from our B. Jean, Butler, and SB90 funds. However, based on current estimated/actuals, we instead anticipate a year-end surplus is estimated at \$45,819 instead of the budgeted deficit of \$422,676. SCCAS is close to \$500,000 ahead of budget this year, due primarily to salary savings, as well as the fact we did not utilize the budgeted \$179,000 contingency funds.

Public Comment: None

Board Comment:

BM Walpole asked if there is a required budget reserve. ASO Phares responded that there is no set reserve, but that SCCAS is required to allocated about

\$100,000 per year for capital reserve fund, and is also required to allocate 4% of the total expenditures (approximately \$190,000) for contingencies.

BM Randolph commented that the Registered Vet Tech (RVT) classification has not been updated since 2012, and recommended SCCAS complete a six-county salary comparison to determine if SCCAS pay for this classification is competitive. ASO Phares stated he would inquire with Personnel about the possibility of increasing RVT pay. He also informed the Board that many SCCAS classifications only have five pay steps vs. the seven steps that most other classifications utilize.

Board action on Regular Agenda Item 6.2: Vote: Co B C Cz /F/ R /Ry/ /S/ W  
Item approved unanimously.

6.3 Considered the General Manager's proposed budget for FY 2022-23

ASO Phares budget key points:

- Summary of services provided by SCCAS
- Staff developed the following Proposed FY 2022-23 Budget for review and consideration The proposed reflects a 10% increase to member contributions and support for current levels of service with existing staff and recommends continuing to use unassigned reserve balance funds to cover increased net costs.
- The Estimated Actuals for FY 2021-22 reflect a surplus of \$45,819, resulting in an estimated \$1,567,171 in unassigned reserve balance funds. The budget proposal assumes using \$335,732 in reserve funds for any additional net cost increases after revenues. Alternatives to using reserve funds could be reducing staff, shelter hours open to the public or services to the community. Staff reductions could result in fewer opportunities to generate new revenue through grants and programs.
- Salaries and Benefits projected for FY 2022-23 are based on reports provided by County Personnel. The 10.6% increase in Salaries and Benefits supports the current staffing level. Employee Insurance and Benefits costs continue to rise each year.
- Contributions and Donations are increasing due to increased shelter exposure in the community, more special events, and online and direct mail giving campaigns. With the creation of the Santa Cruz County Animal Shelter Foundation, we expect this revenue to continue to grow to offset our proactive program expenses.
- The budget maintains a very modest level of services and supplies expenditures for the average animal population in the shelters. In fact, SCCAS has requested a \$115,199 decrease in services and supplies due to carefully monitored spending and cost-cutting measures. There are several unavoidable fixed costs based on current operations for the shelter including the Santa Cruz Shelter lease agreement and County overhead, contingency funding, and capital reserve funding. Staff continues to count on volunteer and public/non-profit support.
- The budget contains a required 4% Contingency of \$186,954 for any unanticipated costs or revenue shortfalls as well as a required \$103,030 contribution to a 30-year

asset reserve fund to repair and replace all building components at the Santa Cruz County Animal Shelter in Santa Cruz.

- Exhibit B - Schedule of Member Contributions: this schedule delineates the change in member contributions based on the 10% increase request, and also shows for comparison purposes the effects on contributions of 8% and 12% increases.
- Exhibit C - Member Data by Jurisdiction: this worksheet documents impounds and calls for service over the past three previous fiscal years. It is utilized to determine the allocation of member contributions.
- Exhibit D - Member Contribution Increases/Decreases by Fiscal Year: this chart shows the increase/decrease in member contributions over the past ten years. The ten-year average member contribution increase is only 3.05% which has led to an ongoing structural budget deficit.
- Exhibit E – Personnel Summary- SCCAS is requesting no change in funded positions for FY 2022-23.
- Exhibit F – Proposed Capital Reserve Budget- SCCAS requests a \$50,000 allocation for potential minor building improvements. The fund balance is anticipated to be \$319,682 including the FY 2022-23 allocation.
- Exhibit G - Fee Schedule for Santa Cruz County- this fee schedule reflects changes from FY 2021-22 to FY 2022-23. All of the changes are updates in line with the new Animal Ordinance in effect in Santa Cruz County as of February 11, 2022.
- Exhibit H - Fee Schedule for City of Capitola, City of Santa Cruz, City of Scotts Valley and City of Watsonville- No changes to this fee schedule.
- There may be minor budget adjustments required between now and June when Board will vote on the budget.

In summary, staff recommends a 10% increase to member contributions which considers increased costs in general operations and is a well-balanced approach to meet the current needs of the community. SCCAS continues the movement toward a higher live animal release rate and institution of progressive, long-term approaches to address pet homelessness and quality of life in Santa Cruz County. These vital programs help animals and their guardians beyond the Shelter's doors – spay/neuter clinics, training classes, humane education, and community outreach. With current staff and service levels, SCCAS can continue to work towards implementing revenue generating programs to help offset ongoing expenditures.

In considering SCCAS's future, the use of one-time funds for general operations is not sustainable and must be phased out. Staff will continue to recommend increases to member contributions in future years.

Public Comment: None

Board Comment:

Member Clark: what is the Pit Fix program. ASO Phares responded that this was one of several programs designed to encourage spay/neuter of dogs and

Member Coburn: Thanked ASO Phares for compiling a reasonable budget request.

Member Czerwin: How is inflation impacting SCCAS. ASO Phares responded that inflation and supply-chain issues are having a major impact on SCCAS. 7-8& inflation when annual budget increases by only 3% on average.

Member Czerwin: Does SCCAS have a target for each fund balance? ASO Phares: No target, two of the funds were gifts. We try to use the balances incrementally. Capital Reserve Fund is used minimally to attempt to build up the balance for major capital projects. Identifying a budget reserve would be very helpful. We are on pace for a 5-year spend out of the trust funds.

Member Coburn: Capital Reserve Fund was developed based on a Capital Reserve report.

Member Randolph: Recommends that the fees be increased incrementally year by year. ASO Phares: licensing fees are our biggest revenue generator and SCCAS is on the high end for licensing. Compliance with licensing is a big problem in the County and SCCAS is working on strategies to improve compliance.

Member Czerwin: does SCCAS partner with Vet's for license compliance assistance. ASO Phares: SCCAS partners for rabies compliance but not licensing.

Member Randolph: Does SCCAS budget for salary savings? ASO Phares: no, due to low vacancy rates.

ASO Phares: Please contact me if you have any questions or concerns re: the budget.

#### 7.0 Adjourn Board Meeting at 12:07 pm

The next regular meeting is scheduled for June 13, 2022 at 11am at the Santa Cruz County Board of Supervisors Chambers located at 701 Ocean St., 5<sup>th</sup> floor, Santa Cruz. The meeting will be held in person.

ATTEST: \_\_\_\_\_

Chairperson: Stephen Walpole

\_\_\_\_\_  
Clerk: Joe Phares

## Consent Agenda Item 5.2

TO: Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Reports from the Management Team for April and May 2022

This report is provided to give you a brief synopsis of the programs provided and services rendered through the dedication and commitment of Santa Cruz County Animal Shelter's (SCCAS) staff and volunteers. Shelter statistics for this period are attached.

### General:

I have resigned from my position as General Manager for the Santa Cruz County Animal Shelter to accept the Director position at the Denver Animal Shelter. My last day of work will be July 1, 2022. I am so thankful for the support the SCCAS Board provided to me, the organization, and the community. I am proud of our agency and the services provided to both people and animals of Santa Cruz County. I have truly enjoyed my tenure here in this wonderful community. Also, I have resigned as President of the SCCAS Foundation. Our Program and Development Manager, Erika Smart, will be the new President.

The new Animal Ordinance went into effect for Santa Cruz County on February 11, 2022. I have been in correspondence with all SCCAS members on presenting the new ordinance to their city council members. Field Manager Todd Stosuy and I are scheduled to present to the Capitola City Council on June 23, 2022. We are also scheduled to present to the Santa Cruz City Council on June 28, 2022. Officer Stosuy will be able to present to the remaining city councils in my stead.

The Shelter's Planned Pethood free and low-cost spay/neuter program and One Stop low-cost vaccine and microchip program continues to be offered on a limited basis until we can secure more Veterinary and Registered Veterinary Technicians (RVT). An RFP process for veterinary services has been completed with no applicants. Program and Development Manager Erika Smart and I are currently working with veterinarian Dr. Ian Stone of Central Animal Hospital in Campbell to arrange a contract for veterinary services. Dr. Stone lives in Scotts Valley and has been a volunteer veterinarian at our Shelter. Currently we have a retired veterinarian working twice a week, four hours a day and three other veterinarians coming in for six to eight hour shifts once or twice a month.

Phase I of the Shelter Expansion project (renovation and expansion of the main Shelter building to modernize the clinic and add bunny and cat adoption rooms) is completed except for application of an epoxy floor coating. This expense will be fully paid for by the SCCAS Foundation. Also, kennels and other supplies (also paid for by the SCCAS Foundation) for the new additions have been delayed due to production and shipment delays. The SCCAS Foundation is hosting a Santa Cruz County Chamber of Commerce Open House event on June 22, 2022, from 5pm to 7 pm and anticipate the new cat and bunny rooms being set up by then. Additionally, the Foundation hired a landscape architect to design a native landscape with a dry creek bed in front of the new addition. There is also a gentleman who is building a pro bono Catio enclosure to be placed outside the new cat room.

We currently have three funded staff vacancies that are in the process of recruitment: Animal Control Officer I/II, Registered Vet Tech and Extra Help Animal Services Assistant.

SCCAS continues to offer community outreach through its Healthy Pets for All program. This program improves the lives of animals and helps keep pets with their owners by providing services and supplies to pet owners who are financially struggling to keep their pets healthy and happy. Basic wellness exams (by a licensed veterinarian), vaccinations, parasite control, spay and neuter vouchers and information, free supplies and food, and referrals and discounts for more advanced vet services are provided. This service is free for all income eligible individuals who have pets. In addition to vet care, shelter staff and volunteers provide supplies and consultation for behavior and enrichment resources.

**Statistics:**

Please see attached.  
Melanie Sobel

**Recommendation:**

Accept and file the reports of the management team for the months of April and May 2022

Shelter Services Board Report  
April and May 2022  
Rodolfo Manriquez, Shelter Manager

In the months of April and May 2022:

1,433 licenses were sold

1,070 animals entered the shelter

207 were return to owner

148 were transferred to a rescue placement partner

294 animals were adopted: 3% less than the last report

During this period, SCCAS received final inspection clearance for the Santa Cruz Animal Shelter expansion project. SCCAS is now in the process of furnishing the newly constructed and remodeled areas with medical equipment, animal cages, furnishings, and artwork. An open house is scheduled for June 22.

SCCAS is currently recruiting for an Animal Control Officer I, an Animal Control Officer II, a Registered Veterinary Technician, an Extra Help Animal Health Specialist, and an Extra Help Animal Services Assistant.

Animal Control Report  
April and May 2022  
Todd Stosuy, Field Services Manager

1. We served a Search Warrant in the City of Watsonville for illegal animal fighting (cockfighting). The Watsonville Police Department assisted us. We impounded 11 roosters and evidence related to training roosters for fighting. We submitted a case report to the District Attorney's Office for prosecution.
2. We worked with Netcom in ensuring they have information on all animals we declare Vicious or Potentially Dangerous throughout the County and Cities. This information is being uploaded into their CAD system so that responding police, fire or medical are aware of the animal being on the property.
3. One of our new Animal Control officers did not pass his probationary period and was released. We have opened a new recruitment. Officer Van Der Kroef who has been with us five years has resigned effective July 16, 2022 and will be moving to Texas. We are also actively recruiting for his position. Officer Montes remains out on medical.
4. With the loss of these two positions and one position out on medical, we will be down to two officers and myself for the summer. We will likely be triaging calls for service, handling priorities and not doing proactive outreach or preventative patrols. Historically, summer has been our busiest time of year for emergency calls for service.
5. In April we declared a dog a Habitual Offender in unincorporated County and a dog a Public Nuisance in the City of Watsonville. In April we declared a dog Potentially Dangerous in the City of Scotts Valley as well as a dog Potentially Dangerous in Boulder Creek. In May we declared a dog Potentially Dangerous in the City of Scotts Valley and a dog Potentially Dangerous in Live Oak.
6. We seized a dog in violation of its Potentially Dangerous Dog designation in unincorporated County (Interlaken).
7. We seized multiple sick kittens from a property in the City of Watsonville.
8. We seized a deceased dog from the Interlaken area and had a veterinarian do a necropsy. Based on the finding of the necropsy we are not pursuing charges.
9. We requested charges be filed against a person in the City of Santa Cruz for hitting their dog and violation of Penal Code 148: Resisting Arrest.
10. We held several hearings in front of Hearing Officers for appeals on Seizures and Administrative Citations.

Board Report  
Erika Smart, Program & Development Manager  
April and May 2022

- Fundraising
  - Grants in progress:
    - Received \$5,000 grant for Cal4Animals.
    - Received \$15,000 CDFA Grant.
  - Upcoming Events:
    - Every Sunday at Greater Purpose Brewing Shelter the community can meet Shelter dogs.
    - The last Thursday of each month the community can meet Shelter dogs at Santa Cruz Mountain Brewing plus they donate \$1 for each beer sold.
    - Adoption event at Patagonia 5/14.
    - SUPER Ales for Tails with special merchandise at Santa Cruz Mountain Brewing 5/19.
    - Top Dog Film Festival, benefit for SCCAS 5/21.
    - Pawsitive Styles Pawdicure Party at Greater Purpose, benefit for SCCAS 5/21.
    - Chamber Mixer with SCCAS Foundation 6/22.
    - Pleasure Point Street Fair 6/25.
    - Parks and Rex 8/20.
- Humane Education
  - Rotary Club presentation 5/13.
  - Continuing special tours for classes and small groups as requested.
  - Working on planning Summer Camp 2022 and secured sponsorship from New Leaf Community Markets for lunches and \$4,000.
  - Summer Camp begins at the end of May and will continue through July. All sessions are sold out. All sessions are accommodating scholarships as well!
- Healthy Pets for All
  - April 22nd 10am-1pm at County of Santa Cruz Health 1080 Emeline Ave. Santa Cruz, CA 95060 60+ animals served.
  - May 20<sup>th</sup> 10am-1pm at Franich Park 795 Vista Montana Dr. Watsonville, CA 95076.
  - June 17<sup>th</sup> 10am-1pm Mountain Community Resources.
  - August 26<sup>th</sup> 10am-1pm at Franich Park 795 Vista Montana Dr. Watsonville, CA 95076.
  - September location TBD.

- October 14th at County of Santa Cruz Health 1080 Emeline Ave. Santa Cruz, CA 95060.
- November 18<sup>th</sup> 10am-1pm at Franich Park 795 Vista Montana Dr. Watsonville, CA 95076.
- Volunteer Program
  - Our new Volunteer Coordinator, Megan Carroll, and AmeriCorps member, Amanda Benton, have been implementing the new volunteer management system which is in progress.
  - Recruiting new volunteers, hosting volunteer trainings and orientations.
  - We have been having monthly bath days with Pawsitive Styles, a mobile groomer. They visit the Shelter, and our volunteers assist with baths and grooming for 20+ dogs!
  - April was Volunteer Appreciation month and we hosted multiple events to celebrate our volunteers.
  - Three of our volunteers were recognized with the Santa Cruz County Outstanding Volunteer Award: Ann Schwartz, Adair Paterno, and Phyllis Shreve.
  - Two of our volunteers were nominated and will be recognized at the County Be the Difference Awards: Linda Mathis and Carla Erwin.

### **Consent Agenda Item 5.3**

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Statistics for the Months of April and May 2022

Recommendation:

Accept and file the statistical report for the months of April and May 2022.



Santa Cruz County's Open-Door  
**ANIMAL SHELTER**  
 Serving Our Community's Neediest Animals

**Kennel Statistics Report**  
 Animals Taken Into Shelter from 04/01/22 to 05/31/22  
**All Jurisdictions Combined**

	CAT	DOG	KITTEN	OTHER	PUPPY	TOTAL
<b>Adoption Return</b>	2	9	1	0	1	<b>13</b>
<b>Born@Shelt</b>	1	0	14	0	0	<b>15</b>
<b>Pph</b>	72	60	25	0	7	<b>164</b>
<b>Protective Custody</b>	1	10	3	7	3	<b>24</b>
<b>Quarantine</b>	0	2	0	1	0	<b>3</b>
<b>Safe Hold</b>	1	5	0	0	0	<b>6</b>
<b>Stray</b>	149	143	151	42	19	<b>504</b>
<b>Surrendered by Owner</b>	60	65	85	60	26	<b>296</b>
<b>Transfer</b>	3	8	0	25	9	<b>45</b>
<b>TOTAL</b>	<b>289</b>	<b>302</b>	<b>279</b>	<b>135</b>	<b>65</b>	<b>1,070</b>

**Kennel Statistics Report**  
 Animals That Left Shelter from 04/01/22 to 05/31/22  
**All Jurisdictions Combined**

	CAT	DOG	KITTEN	OTHER	PUPPY	TOTAL
<b>Adopted</b>	69	51	68	64	42	<b>294</b>
<b>Died</b>	4	0	4	1	0	<b>9</b>
<b>Euthanized</b>	34	20	6	8	1	<b>69</b>
<b>Pph</b>	49	38	19	0	3	<b>109</b>
<b>Returned to Owner</b>	40	145	11	1	10	<b>207</b>
<b>Transferred to Another Shelter</b>	48	28	26	43	3	<b>148</b>
<b>TOTAL</b>	<b>244</b>	<b>282</b>	<b>134</b>	<b>117</b>	<b>59</b>	<b>836</b>

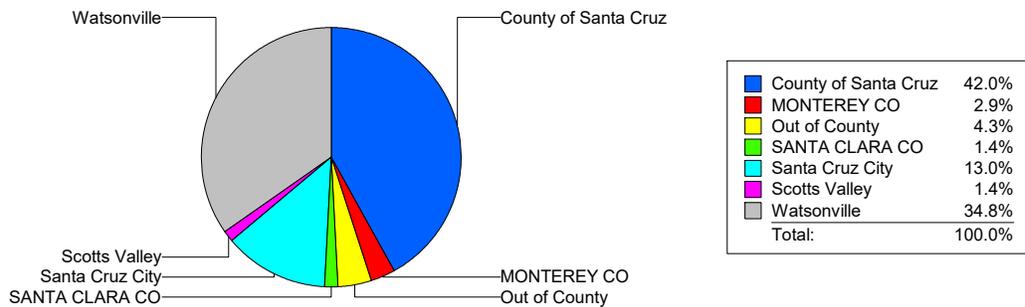
Intakes of Owner Requested Euthanasia From All Jurisdictions During 04/01/22 to 05/31/22 =

96

Euthanasia Totals from  
04/01/22 to 05/31/22  
**All Jurisdictions Combined**

<u>Reason for Euth</u>	<u>Animal type</u>					Total
	CAT	DOG	KITTEN	OTHER	PUPPY	
	0	0	0	1	0	1
< 8 Weeks	6	0	1	0	0	7
Aggressive	3	6	0	0	1	10
Bite	0	2	0	0	0	2
Bite Hx	0	1	0	0	0	1
Fail2Thrv	4	0	1	0	0	5
Feline AIDS	1	0	0	0	0	1
Ken Stress	0	1	0	0	0	1
Medical	9	2	1	5	0	17
Observed Behavior	0	5	0	0	0	5
Parvo	0	1	0	0	0	1
Prewean	0	0	1	0	0	1
Suffering	7	2	2	1	0	12
Unsocial	4	0	0	1	0	5
<b>Total</b>	<b>34</b>	<b>20</b>	<b>6</b>	<b>8</b>	<b>1</b>	<b>69</b>

**Monthly Percentage of Euthanasia by Jurisdiction**



CO:County, SC:Santa Cruz City, CP:Capitola, SV:Scotts Valley, OO:Out of County, UC:UCSC, WA:Watsonville

Animals on hand on May 31, 2022 = 176

**Animals Taken Into the Shelter From All Jurisdictions  
Combined Y-T-D Beginning 07/01/15**

	CAT	DOG	KITTEN	OTHER	PUPPY	Total
<b>Adoption Return</b>	76	177	57	19	24	<b>353</b>
<b>Born@Shelt</b>	14	0	103	83	5	<b>205</b>
<b>D2D</b>	11	18	1	3	1	<b>34</b>
<b>Evacuation</b>	205	94	12	268	0	<b>579</b>
<b>Pph</b>	112	95	32	0	11	<b>250</b>
<b>Protective Custody</b>	118	873	22	615	74	<b>1,702</b>
<b>Quarantine</b>	47	121	14	66	4	<b>252</b>
<b>Safe Hold</b>	13	38	3	1	0	<b>55</b>
<b>Stray</b>	5,909	7,555	4,606	1,399	785	<b>20,254</b>
<b>Surrendered by Owner</b>	2,153	2,556	1,539	2,511	493	<b>9,252</b>
<b>Transfer</b>	54	245	186	891	84	<b>1,460</b>
<b>Total</b>	<b>8,712</b>	<b>11,772</b>	<b>6,575</b>	<b>5,856</b>	<b>1,481</b>	<b>34,396</b>

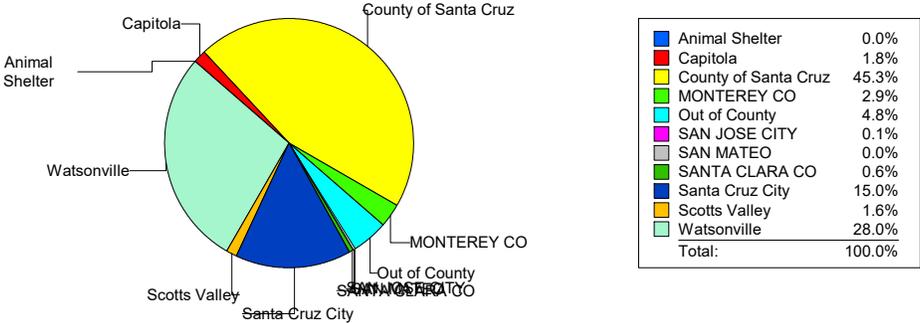
**Animals That Left the Shelter From All Jurisdictions  
Combined Y-T-D Beginning 7/1/2015**

	CAT	DOG	KITTEN	OTHER	PUPPY	Total
<b>Adopted</b>	2,575	3,058	3,982	2,171	973	<b>12,759</b>
<b>Died</b>	49	9	51	49	1	<b>159</b>
<b>Disposal*</b>	701	250	45	181	8	<b>1,185</b>
<b>Euthanized</b>	2,209	1,580	683	968	93	<b>5,533</b>
<b>Missing</b>	7	2	1	8	0	<b>18</b>
<b>Pph</b>	49	38	19	0	3	<b>109</b>
<b>Returned to Owner</b>	1,470	5,786	127	784	172	<b>8,339</b>
<b>Transferred to Another Shelt</b>	1,676	882	1,395	1,596	115	<b>5,664</b>
<b>Wildlife Relocated</b>	0	1	0	5	0	<b>6</b>
<b>Total</b>	<b>8,736</b>	<b>11,606</b>	<b>6,303</b>	<b>5,762</b>	<b>1,365</b>	<b>33,772</b>

\* Doa intakes and euthansia requests are not included in these overall stats. The exception are the disposals which may be listed above. These are dead animals that were confiscated for investigation and then disposed of after completion of investigation.

# Y-T-D Percentage of Intake Total By Jurisdiction

\*



CO:County, SC:Santa Cruz City, CP:Capitola, SV:Scotts Valley, OO:Out of County, UC:UCSC, WA:Watsonville

## Consent Agenda Item 5.4

TO: Animal Services Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: SCCAS Board Officer Positions for FY 2022-23

Recommendation:

Appoint Officers of the Santa Cruz County Animal Services Board of Directors as recommended by the General Manager, effective for the first meeting of FY 2022-23.

Discussion:

In accordance with Section 3., Paragraph A., Subparagraph 4. 1. (e) of the ASA Joint Powers Agreement, the officers of the Board of Directors are to rotate on an annual basis beginning with the first meeting of the new fiscal year. While the schedule in which Board members rotate into officer positions is not defined within the JPA agreement, your Board appointed officers in the following rotation, effective with the 2003-04 fiscal year, based on the recommendation of staff, I recommend the same rotation.

- 1) Chair rotates out of an officer position to the bottom of the Board Member positions
- 2) Vice Chair rotates into Chair position
- 3) Secretary rotates into Vice Chair position
- 4) Board Members 4-9 rotate in order up into officer positions

Based on this rotation, the Officers of the Board of Directors are the following for 2022-23:

Chair: County Representative #2 (Chief Deputy)  
Vice Chair: Santa Cruz Representative #2 (Deputy Chief)  
Secretary: County Representative #3 (HSA)  
Board Member: Capitola Representative (Captain)  
Board Member: County Representative # 1 (Assistant CAO)  
Board Member: Watsonville Representative #1 (Deputy City Manager)  
Board Member: Watsonville Representative #2 (Captain)  
Board Member: Santa Cruz Representative #1 (Assistant City Manager)  
Board Member: Scotts Valley Representative #1 (Police Chief)

For your reference, the following information is provided:

### **Board Rotation for 2021-22**

Chair: Scotts Valley Representative #1 (Police Chief)  
Vice Chair: County Representative #2 (Chief Deputy)  
Secretary: Santa Cruz Representative #2 (Deputy Chief)  
Board Member: County Representative #3 (HSA)  
Board Member: Capitola Representative (Captain)  
Board Member: County Representative # 1 (CAO)  
Board Member: Watsonville Representative #1 (Deputy City Manager)  
Board Member: Watsonville Representative #2 (Captain)  
Board Member: Santa Cruz Representative #1 (City Manager)

### **Board Rotation for 2020-21**

Chair: Santa Cruz Representative #1 (City Manager)  
Vice Chair: Scotts Valley Representative #1 (Police Chief)  
Secretary: County Representative #2 (Chief Deputy)  
Board Member: Santa Cruz Representative #2 (Deputy Chief)  
Board Member: County Representative #3 (HSA)  
Board Member: Capitola Representative (Sergeant)  
Board Member: County Representative # 1 (CAO)  
Board Member: Watsonville Representative #1 (Deputy City Manager)  
Board Member: Watsonville Representative #2 (Captain)

### **Board Rotation for 2019-20**

Chair: Watsonville Representative #2 (Captain)  
Vice Chair: Santa Cruz Representative #1 (City Manager)  
Secretary: Scotts Valley Representative #1 (Police Chief)  
Board Member: County Representative #2 (Chief Deputy)  
Board Member: Santa Cruz Representative #2 (Deputy Chief)  
Board Member: County Representative #3 (HSA)  
Board Member: Capitola Representative (Sergeant)  
Board Member: County Representative # 1 (CAO)  
Board Member: Watsonville Representative #1 (Deputy City Manager)

### **Board Rotation for 2018-19**

Chair: Watsonville Representative #1 (Senior Analyst)  
Vice Chair: Watsonville Representative #2 (Captain)  
Secretary: Santa Cruz Representative #1 (City Manager)  
Board Member: Scotts Valley Representative #1 (Police Chief)  
Board Member: County Representative #2 (Chief Deputy)  
Board Member: Santa Cruz Representative #2 (Deputy Chief)  
Board Member: County Representative #3 (HSA)  
Board Member: Capitola Representative (Sergeant)  
Board Member: County Representative # 1 (CAO)

### **Board Rotation for 2017-18**

Chair: County Representative # 1 (CAO)  
Vice Chair: Watsonville Representative #1 (Senior Analyst)  
Secretary: Watsonville Representative #2 (Police Chief)  
Board Member: Santa Cruz Representative #1 (City Manager)  
Board Member: Scotts Valley Representative #1 (Police Chief)  
Board Member: County Representative #2 (Undersheriff)  
Board Member: Santa Cruz Representative #2 (Police Chief)  
Board Member: County Representative #3 (HSA)  
Board Member: Capitola Representative

### **Board Rotation for 2016-17**

Chair: County Representative #3 (HSA)  
Vice Chair: County Representative # 1 (CAO)  
Secretary: Watsonville Representative #1 (Senior Analyst)  
Board Member: Watsonville Representative #2 (Police Chief)  
Board Member: Santa Cruz Representative #1 (City Manager)

Board Member: Scotts Valley Representative #1 (Police Chief)  
Board Member: County Representative #2 (Undersheriff)  
Board Member: Santa Cruz Representative #2 (Police Chief)

**Board Rotation for 2015-16**

Chair: Santa Cruz Representative #2 (Police Chief)  
Vice Chair: County Representative # 3 (HSA)  
Secretary: County Representative #1 (CAO)  
Board Member: Watsonville Representative #1 (Fire Chief)  
Board Member: Watsonville Representative #2 (Police Chief)  
Board Member: Santa Cruz Representative #1 (City Manager)  
Board Member: Scotts Valley Representative #1 (Police Chief)  
Board Member: County Representative #2 (Sheriff)

**Board Rotation for 2014-15**

Chair: County Representative #2 (Sheriff)  
Vice-Chair: Santa Cruz Representative #2 (Police Chief)  
Secretary: County Representative #3 (CAO)  
Board Member: County Representative #1 (CAO)  
Board Member: Watsonville Representative #1 (City Manager)  
Board Member: Watsonville Representative #2 (Police Chief)  
Board Member: Santa Cruz Representative #1 (City Manager)  
Board Member: Scotts Valley Representative #1 (City Manager)

## **Consent Agenda Item 5.5**

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Approve Continuing Agreements for FY 2022-23

### Recommendation:

Approve the continuing agreements for vendor contracts which exceed \$10,000 for FY 2022-23.

**EXPENDITURES AGREEMENTS TO BE RENEWED FOR FISCAL YEAR 2021-2022 OVER \$10,000**

<b>Department Title</b>	<b>Index Code</b>	<b>Object Code</b>	<b>Vendor (Contractor) Name</b>	<b>Estimated Amount</b>	<b>Description</b>
Animal Services Authority	702810	62610	County of Santa Cruz	\$200,000	Santa Cruz Animal Shelter Facility Lease
Animal Services Authority	702810	61525	SDRMA	\$60,000	Liability Insurance
Animal Services Authority	702810	62317	HLP, Inc	\$22,000	Chameleon Software Support
Animal Services Authority	702850	62399	Fankhauser, Jeffrey	\$150,000	Veterinarian Services
Animal Services Authority	702850	62399	Veterinarian Services Master Agreement	\$50,000	Substitute Veterinarian Services
Animal Services Authority	702810	62381	Gourmet Products 2 Go	\$25,000	Benefit Shop Management
Animal Services Authority	702810	61215	Santa Cruz Regional 9-1-1	\$35,000	Dispatch Services with NETCOM

## Consent Agenda Item 5.6

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Accept designated and undesignated donations in the total of \$8,972 from the SCCAS Foundation and direct that the checks be deposited

### Recommendation:

Accept designated and undesignated donations in the total of \$8,972 from the SCCAS Foundation and direct that the checks be deposited

### Discussion:

The Santa Cruz County Animal Shelter Foundation matched donations with licenses and green envelope donations totaling \$5,972. Additionally, a \$3,000 donation from the Foundation is for the Healthy Pets for All Planned Pethood fund.

## **Regular Agenda Item 6.1**

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: General Manager's Oral Report

General Manager will present an oral report on the Santa Cruz County Animal Shelter.

## **Regular Agenda Item 6.2**

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Financial Report for the period ending May 31, 2022

### Recommendation:

Approve the Financial Report as presented for the period ending May 31, 2022 including the Estimated/Actuals for FY 2021-22.

### Discussion:

The Financial Report for April and May 2022 reflects total revenues of \$604,644 and expenditures of \$767,428. Current YTD revenues are 97% of a potential 84%. Current year expenditures are 77% of a potential 84%.

Licensing revenues YTD are \$250,647. At this point last year licensing revenues were \$267,328.

The Financial Report reflects the estimated/actual expenditures and revenues based on current YTD actual through May and an estimate for June based on experience and expectations.

Based on current estimated/actuals a year-end surplus is estimated at \$61,475 instead of the budgeted deficit of \$422,676.

**Santa Cruz County Animal Services Authority  
Financial Summary for Fiscal Year 2021-2022  
For Months Ending May 31, 2022**

Revenues:	2021-2022 Final Budget	2021-2022 Est/Actuals	2021-2022 YTD Actuals	YTD Remaining	2020-2021 YTD Actuals
ANIMAL LICENSES	\$285,000	\$0	\$0	\$0	\$267,328
INTEREST	\$17,000	\$11,000	\$8,807	\$2,193	\$15,032
RENTS & CONCESSIONS	\$700	\$200	\$122	\$78	\$84
RENTAL DEPOSIT/FORFEIT REVENUE	\$200	\$140	\$110	\$30	\$0
FED-CARES ACT CRF FUNDING	\$0	\$0	\$0	\$0	\$0
HUMANE SERVICES	\$250,000	\$215,000	\$198,711	\$16,289	\$209,402
ADMINISTRATIVE SERVICES	\$2,600	\$2,000	\$1,865	\$135	\$1,879
COST RECOVERY-OTHER	\$5,500	\$4,500	\$4,191	\$309	\$2,571
MEMBER CONTRIBUTION	\$3,044,606	\$3,044,616	\$3,044,616	\$0	\$2,870,279
CHARGES FOR CURRENT SERVICES	\$14,000	\$10,650	\$10,425	\$225	\$10,850
ADMIN FINE FEES	\$5,000	\$6,500	\$6,195	\$305	\$6,598
GRANT SERVICES-NON INTERGOV	\$15,000	\$5,000	\$5,000	\$0	\$15,000
ANIMAL MICROCHIP FEES	\$20,000	\$8,500	\$8,290	\$210	\$15,823
ANIMAL RABIES FEES	\$18,000	\$7,000	\$6,891	\$109	\$14,963
ANIMAL SPAY&NEUTER FEES	\$100,000	\$28,500	\$27,619	\$881	\$95,230
SALES-OTHER-TAXABLE	\$70,000	\$92,000	\$85,726	\$6,274	\$66,509
CASH OVERAGES	\$0	\$5	\$5	(\$0)	\$93
CONTRIBUTIONS and DONATIONS	\$400,000	\$585,000	\$534,983	\$50,017	\$997,368
NSF CHECKS	\$0	(\$584)	(\$584)	\$0	(\$35)
OTHER REVENUE	\$40,000	\$40,000	\$23,081	\$16,919	\$24,473
LICENSES - CAPITOLA	\$0	\$8,200	\$7,731	\$469	\$0
LICENSES - SANTA CRUZ	\$0	\$53,000	\$50,164	\$2,836	\$0
LICENSES- SCOTTS VALLEY	\$0	\$14,000	\$13,435	\$565	\$0
LICENSES- COUNTY	\$0	\$165,000	\$152,789	\$12,211	\$0
LICENSES- WATSONVILLE	\$0	\$29,000	\$26,528	\$2,472	\$0
<b>TOTAL REVENUES:</b>	<b>\$4,287,606</b>	<b>\$4,329,227</b>	<b>\$4,216,700</b>	<b>\$112,527</b>	<b>\$4,613,446</b>

**Less Expenditures:**

Salaries and Benefits	\$3,017,236	\$2,778,870	\$2,398,346	\$380,524	\$2,515,627
Services and Supplies	\$1,184,757	\$1,166,003	\$981,569	\$184,434	\$1,029,784
Other Uses	\$167,422	\$167,545	\$167,545	\$0	\$63,389
Fixed Assets	\$60,000	\$53,324	\$37,874	\$15,450	\$0
Operating Transfers Out	\$102,010	\$102,010	\$102,010	\$0	\$101,000
<b>TOTAL EXPENDITURES:</b>	<b>\$4,531,425</b>	<b>\$4,267,752</b>	<b>\$3,687,344</b>	<b>\$580,408</b>	<b>\$3,709,800</b>

**Plus Contingency:**

	\$178,857	\$0	\$0	(\$0)	\$0
<b>TOTAL EXPENDITURES INCLUDING CONTINGENCY:</b>	<b>\$4,710,282</b>	<b>\$4,267,752</b>	<b>\$3,687,344</b>	<b>\$580,408</b>	<b>\$3,709,800</b>

<b>NET REVENUES OVER (UNDER) EXPENDITURE</b>	<b>(\$422,676)</b>	<b>\$61,475</b>	<b>\$529,356</b>	<b>(\$467,881)</b>	<b>\$903,646</b>
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<b>BEGINNING FUND BALANCE - UNDESIGNATED (unaudited ending balance from 6/30/21)</b>	<b>\$978,146</b>	<b>\$978,146</b>	<b>\$978,146</b>	<b>\$978,146</b>	<b>\$659,250</b>
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<b>ENDING FUND BALANCE - UNDESIGNATED</b>	<b>\$555,470</b>	<b>\$1,039,621</b>	<b>\$1,507,502</b>	<b>\$510,265</b>	<b>\$1,562,896</b>
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**ANIMAL LICENSE DETAIL**

	2021-22 YTD Actuals	2020-21 YTD Actuals	PY COMPARISON
LICENSES - CAPITOLA	\$7,731	\$8,263	(\$532)
LICENSES - SANTA CRUZ	\$50,164	\$55,268	(\$5,104)
LICENSES- SCOTTS VALLEY	\$13,435	\$14,752	(\$1,317)
LICENSES- COUNTY	\$152,789	\$157,918	(\$5,129)
LICENSES- WATSONVILLE	\$26,528	\$31,127	(\$4,599)

\* Fund Balance Assigned for B. Jean Donation - balance as of 6/30/21 is \$472,501 (Unaudited)

\* Fund Balance - Non spendable for change fund/petty cash - balance as of 6/30/21 is \$900 (Unaudited)

**SANTA CRUZ COUNTY ANIMAL SERVICES AUTHORITY FINANCIAL REPORT  
2021-22**

As of 5/31/22 from Finance Enterprise  
SC CO ANIMAL SERVICES AUTHORITY  
Organization: 70 28

Pos + = UP  
Neg ( ) = DOWN

Acct	Acct Title	21-22 Final Budget	21-22 Adj. Budget	21-22 Est./Actuals	April Actuals	May Actuals	21-22 YTD Actuals	YTD Remaining	84%	84%	20-21 YTD Actuals	COMPARE THRU MAY PY ACTUALS	May Actuals	20-21 Est./Actuals
									Percentage of CY Budget Actualized	Percentage of PY EA's Actualized				
51000	SALARIES & BENF	\$3,017,236	\$2,995,136	\$2,778,870	\$226,773	\$218,595	\$2,398,346	\$380,524	80.07%	91.66%	\$2,515,627	(\$117,282)	\$188,725	\$2,744,589
61000	SERVICES & SUPPL	\$1,184,757	\$1,229,757	\$1,166,003	\$97,917	\$153,683	\$981,569	\$184,434	79.82%	89.12%	\$1,029,784	(\$48,215)	\$110,728	\$1,155,463
70000	OTHER CHARGES	\$167,422	\$167,422	\$167,545	\$41,886	\$0	\$167,545	\$0	100.07%	100.00%	\$63,389	\$104,156	\$0	\$63,391
86110	BUILDINGS AND IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
86204	FIXED ASSETS	\$0	\$100,100	\$53,324	\$16,239	\$12,334	\$37,874	\$15,450	37.84%	0.00%	\$0	\$37,874	\$0	\$0
90000	OTHER FINANCING USES	\$102,010	\$102,010	\$102,010	\$0	\$0	\$102,010	\$0	100.00%	0.00%	\$101,000	\$1,010	\$0	\$101,000
98700	CONTINGENCIES	\$178,857	\$178,857	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
51000-98700	TOTAL EXPENDITURES	\$4,650,282	\$4,773,282	\$4,267,752	\$382,816	\$384,612	\$3,687,344	\$580,408	77.25%	158.52%	\$3,709,800	(\$22,456)	\$299,453	\$4,064,443
40100-42500	TOTAL REVENUES	\$4,287,606	\$4,350,606	\$4,329,227	\$437,408	\$167,236	\$4,216,700	\$112,527	96.92%	105.27%	\$4,613,446	(\$396,747)	\$671,794	\$4,382,289
	<b>NET COST</b>	<b>\$362,676</b>	<b>\$422,676</b>	<b>(\$61,475)</b>	<b>(\$54,592)</b>	<b>(\$217,376)</b>	<b>(\$529,356)</b>	<b>\$467,881</b>	<b>-125.24%</b>	<b>284.30%</b>	<b>(\$903,646)</b>	<b>(\$374,290)</b>	<b>\$372,341</b>	<b>(\$317,846)</b>
51000	REGULAR PAY-PER	1,756,193	1,734,093	1,635,246	\$139,193	\$132,644	\$1,401,347	\$233,899	80.81%	91.36%	\$1,489,848	(\$88,502)	\$114,767	1,630,768
51005	OVERTIME PAY-PE	4,159	4,159	13,405	\$290	\$344	\$12,864	\$541	309.31%	98.09%	\$5,288	\$7,576	\$24	5,391
51010	REGULAR PAY-EXT	56,234	56,234	56,471	\$3,701	\$4,142	\$49,849	\$6,622	88.65%	89.66%	\$45,884	\$3,965	\$3,300	51,175
51040	DIFFERENTIAL PAY	31,366	31,366	27,961	\$2,492	\$2,501	\$23,819	\$4,142	75.94%	90.60%	\$21,934	\$1,885	\$1,989	24,210
52010	OASDI-SOCIAL SE	132,675	132,675	129,448	\$10,935	\$10,473	\$111,049	\$18,399	83.70%	93.44%	\$115,251	(\$4,202)	\$8,985	123,342
52015	RETIREMENT	482,434	482,434	431,568	\$37,685	\$36,012	\$369,616	\$61,952	76.61%	90.67%	\$342,054	\$27,562	\$29,347	377,259
53010	EMPLOYEE INSURA	474,586	474,586	440,280	\$32,476	\$32,478	\$385,310	\$54,970	81.19%	91.81%	\$415,779	(\$30,469)	\$30,312	452,855
53015	UNEMPLOYMENT IN	3,964	3,964	5,297	\$0	\$0	\$5,297	(\$0)	133.63%	100.00%	\$3,964	\$1,333	\$0	3,964
54010	WORKERS COMPENS	75,625	75,625	39,194	\$0	\$0	\$39,194	(\$0)	51.83%	100.00%	\$75,625	(\$36,431)	\$0	75,625
51000	SALARIES & BENF	\$3,017,236	\$2,995,136	\$2,778,870	\$226,773	\$218,595	\$2,398,346	\$380,524	80.07%	91.66%	\$2,515,627	(\$117,282)	\$188,725	\$2,744,589
61115	POLICE SAFETY EQUIPMENT	500	500	800	\$0	\$0	\$739	\$61	147.83%	0.00%	\$0	\$739	\$0	0
61125	UNIFORM REPLACEMENT	1,500	1,500	3,921	\$500	\$0	\$3,921	\$0	261.37%	72.52%	\$1,088	\$2,833	\$205	1,500
61215	RADIO SERVICES	35,000	35,000	33,894	\$2,825	\$5,649	\$33,894	\$0	96.84%	95.22%	\$33,327	\$567	\$2,777	35,000
61220	TELECOM SERVICES	46,000	46,000	40,000	\$3,040	\$0	\$27,593	\$12,407	59.98%	88.88%	\$40,885	(\$13,292)	\$4,234	46,000
61310	FOOD	10,000	10,000	23,500	\$1,393	\$1,977	\$21,723	\$1,777	217.23%	89.94%	\$16,190	\$5,533	\$33	18,000
61412	JANITORIAL SERVICES	10,000	10,000	10,500	\$0	\$1,750	\$8,750	\$1,750	87.50%	91.07%	\$9,107	(\$357)	\$1,567	10,000
61525	LIABILITY INSURANCE	60,000	60,000	45,259	(\$725)	\$0	\$45,259	\$0	75.43%	100.00%	\$57,173	(\$11,914)	\$0	57,173
61535	OTHER INSURANCE	4,012	4,012	3,618	\$0	\$0	\$3,618	\$0	90.18%	0.00%	\$4,154	(\$536)	\$0	4,154
61720	MAINT-MOBILE EQUIPMENT-SERV	10,000	10,000	7,527	\$3,319	\$1,104	\$7,527	\$0	75.27%	59.48%	\$4,759	\$2,768	\$1,177	8,000
61725	MAINT-OFFICE EQUIPMENT	1,000	1,000	1,765	\$140	\$192	\$1,765	(\$0)	176.55%	100.01%	\$1,662	\$103	\$165	1,662
61730	MAINT-OTHER EQUIP-SVCS	2,000	2,000	2,152	\$366	\$0	\$2,152	(\$0)	107.61%	91.61%	\$1,832	\$320	\$0	2,000
61731	MAINT-OTHER EQUIP-SUP	1,000	1,000	1,000	\$439	\$102	\$541	\$459	54.12%	12.13%	\$121	\$420	\$0	1,000
61835	FACILITIES MAINT	18,000	18,000	18,000	\$640	\$1,939	\$16,201	\$1,799	90.00%	70.29%	\$14,058	\$2,143	\$483	20,000
61845	MAINT STRUCT IM	1,000	1,000	1,000	\$0	\$0	\$15	\$985	1.47%	58.28%	\$583	(\$568)	\$0	1,000
61846	MAINT-STRUCT/IMPS/GRDS-OTHER-SUPPLIES	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
61920	MEDICAL, DENTAL & LAB SUPPLIES	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
61922	OTHER MEDICAL MATERIALS	110,000	110,000	90,000	\$10,423	\$5,918	\$74,660	\$15,340	67.87%	90.95%	\$113,693	(\$39,033)	\$13,720	125,000
62020	MEMBERSHIPS	2,000	2,000	2,756	\$0	\$0	\$2,756	\$0	137.80%	100.00%	\$3,197	(\$441)	\$0	3,197
62111	MISCELLANEOUS EXPENSES	14,000	14,000	14,000	\$0	\$0	\$7,462	\$6,538	53.30%	94.28%	\$13,200	(\$5,738)	\$0	14,000

**SANTA CRUZ COUNTY ANIMAL SERVICES AUTHORITY FINANCIAL REPORT  
2021-22**

As of 5/31/22 from Finance Enterprise  
SC CO ANIMAL SERVICES AUTHORITY  
Organization: 70 28

Pos + = UP  
Neg ( ) = DOWN

Acct	Acct Title	21-22 Final Budget	21-22 Adj. Budget	21-22 Est./Actuals	April Actuals	May Actuals	21-22 YTD Actuals	YTD Remaining	84%	84%	20-21 YTD Actuals	COMPARE	May Actuals	20-21 Est./Actuals
									Percentage of CY Budget Actualized	Percentage of PY EA's Actualized		THRU MAY PY ACTUALS		
62112	CASH SHORTAGES	0	0	40	\$0	\$0	\$40	(\$0)	0.00%	100.00%	\$3	\$37	\$0	3
62214	DUPLICATING SVCS.	3,500	3,500	4,000	\$0	\$22	\$2,790	\$1,210	79.72%	80.72%	\$3,632	(\$842)	\$0	4,500
62217	MISC NONINVENTORIAL ITEMS EXPENSE	0	0	100	\$0	\$0	\$100	\$0	0.00%	#DIV/0!	\$0	\$100	\$0	0
62219	PC SOFTWARE PURCHASES	6,500	6,500	6,845	\$0	\$0	\$6,845	\$0	105.30%	100.00%	\$6,509	\$336	\$3	6,509
62221	POSTAGE	12,000	12,000	12,000	\$2,863	\$263	\$9,906	\$2,094	82.55%	77.54%	\$9,305	\$601	\$886	12,000
62222	SUBSCRIPTIONS/PERIODICALS	125	125	3,679	\$3,415	\$15	\$3,679	\$0	2943.06%	100.00%	\$1,050	\$2,629	\$1,050	1,050
62223	SUPPLIES	75,000	75,000	80,000	\$6,067	\$24,913	\$72,402	\$7,598	96.54%	85.82%	\$55,783	\$16,619	\$2,774	65,000
62225	NON-PC SOFTWARE	250	250	250	\$0	\$0	\$0	\$250	0.00%	0.00%	\$0	\$0	\$0	250
62226	INVENTORIAL ITEMS	5,000	50,000	60,000	\$30,747	\$0	\$30,747	\$29,253	61.49%	100.00%	\$29,767	\$980	\$0	29,767
62301	ACCOUNTING & AUDITING	15,000	15,000	15,000	\$0	\$0	\$0	\$15,000	0.00%	41.33%	\$6,200	(\$6,200)	\$0	15,000
62310	BANKING SERVICES	13,000	13,000	17,500	\$145	\$2,873	\$14,931	\$2,569	114.85%	87.45%	\$12,243	\$2,688	\$1,875	14,000
62316	COMPUTER PROF SVCS	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
62317	CONSULT/MGT/PC SVCE.	20,000	20,000	22,500	\$0	\$482	\$20,687	\$1,813	103.44%	94.90%	\$20,879	(\$192)	\$1,126	22,000
62318	COUNTY COUNSEL	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
62325	DATA PROCESSING	82,320	82,320	82,320	\$0	\$0	\$41,160	\$41,160	50.00%	81.85%	\$67,378	(\$26,218)	\$23,328	82,320
62330	DPW SERVICES - GENERAL MONEY	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
62381	PROF & SPECIAL	125,000	125,000	72,000	\$6,169	\$9,968	\$61,709	\$10,291	49.37%	87.06%	\$56,587	\$5,122	\$3,789	65,000
62399	VETERINARIAN SERVICES	170,000	170,000	140,000	\$14,964	\$25,536	\$119,369	\$20,631	70.22%	88.17%	\$145,476	(\$26,106)	\$41,762	165,000
62500	EQUIPMENT RENTS & LEASES-	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	100.00%	\$32	(\$32)	\$0	32
62610	RENTS & LEASES-	200,000	200,000	197,669	\$0	\$49,417	\$197,669	\$0	98.83%	100.00%	\$197,669	\$0	\$0	197,669
62710	FIELD EQUIPMENT	1,200	1,200	1,200	\$0	\$250	\$1,080	\$120	89.97%	99.98%	\$1,936	(\$856)	\$770	1,936
62801	ADVERTISING & PROMOTION	2,500	2,500	4,186	\$320	\$24	\$4,186	(\$0)	167.46%	100.00%	\$5,973	(\$1,787)	\$2,656	5,973
62810	S/APP CNTR SRV-PLNT MNT & RPR	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	0
62842	INVENTORY MATERIALS PURCHASED	20,000	20,000	22,486	\$0	\$7,093	\$22,486	(\$0)	112.43%	35.56%	\$4,445	\$18,042	\$0	12,500
62857	SPECIAL MISC EXP-SUPPLIES	500	500	903	\$0	\$0	\$903	(\$0)	180.67%	92.96%	\$1,394	(\$491)	\$0	1,500
62890	SUBSCRIPTIONS/BOOKS	500	500	510	\$0	\$0	\$510	\$0	102.00%	#DIV/0!	\$0	\$510	\$0	0
62893	TOWING	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
62914	TRAVEL-EDUCATION	2,500	2,500	2,371	\$205	\$100	\$2,371	\$0	94.84%	100.00%	\$1,206	\$1,165	\$346	1,206
62920	GAS, OIL, FUEL	16,000	16,000	20,000	\$0	\$4,783	\$17,565	\$2,435	109.78%	80.76%	\$14,537	\$3,028	\$1,413	18,000
62922	TRAVEL-LODGING	1,500	1,500	992	\$67	\$290	\$992	\$0	66.13%	#DIV/0!	\$0	\$992	\$0	0
62924	TRAVEL-MEALS	500	500	257	\$0	\$239	\$257	(\$0)	51.46%	#DIV/0!	\$0	\$257	\$0	0
62926	TRAVEL-MILEAGE	500	500	88	\$0	\$0	\$88	(\$0)	17.70%	#DIV/0!	\$0	\$88	\$0	0
62928	TRAVEL-OTHER	100	100	714	\$484	\$198	\$714	\$0	713.54%	34.75%	\$35	\$679	\$6	100
62930	REGISTRATIONS	250	250	225	\$225	\$0	\$225	\$0	90.00%	100.00%	\$1,462	(\$1,237)	\$0	1,462
62935	SERVICE CENTER	0	0	476	\$0	\$0	\$476	(\$0)	0.00%	#DIV/0!	\$0	\$476	\$0	0
62940	TRAVEL ADVANCES	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
63070	UTILITIES	85,000	85,000	98,000	\$9,889	\$8,587	\$89,105	\$8,896	104.83%	83.83%	\$71,255	\$17,849	\$4,584	85,000
74230	PRINCIPAL ON LEASE PUCHASES	0	0	0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	0
61000	SERVICES & SUPPLIES	\$1,184,757	\$1,229,757	\$1,166,003	\$97,917	\$153,683	\$981,569	\$184,434	79.82%	89.12%	\$1,029,784	(\$165,496)	\$110,728	\$1,155,463

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Acct	Acct Title	21-22 Final Budget	21-22 Adj. Budget	21-22 Est./Actuals	April Actuals	May Actuals	21-22 YTD Actuals	YTD Remaining	84%	84%	20-21 YTD Actuals	COMPARE THRU MAY PY ACTUALS	May Actuals	20-21 Est./Actuals
									Percentage of CY Budget Actualized	Percentage of PY EA's Actualized				
75315	COUNTY OVERHEAD (see 3550)	\$167,422	\$167,422	\$167,545	\$41,886	\$0	\$167,545	\$0	100.07%	100.00%	\$63,389	\$0	\$0	\$63,391
700000	OTHER CHARGES	\$167,422	\$167,422	\$167,545	\$41,886	\$0	\$167,545	\$0	100.07%	100.00%	\$63,389	\$104,156	\$0	\$63,391
86204	EQUIPMENT	\$0	\$18,000	\$16,239	\$16,239	\$0	\$16,239	\$0	90.22%	0.00%	\$0	\$16,239	\$0	\$0
86208	MEDICAL EQUIPMENT	\$0	\$14,600	\$30,000	\$0	\$5,249	\$14,550	\$15,450	99.66%	0.00%	\$0	\$14,550	\$0	\$0
86209	MOBILE EQUIPMENT	\$60,000	\$60,000	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
86210	OFFICE EQUIPMENT	\$0	\$7,500	\$7,085	\$0	\$7,085	\$7,085	\$0	94.47%	0.00%	\$0	\$7,085	\$0	\$0
86204	FIXED ASSETS	\$60,000	\$100,100	\$53,324	\$16,239	\$12,334	\$37,874	\$15,450	37.84%	0.00%	\$0	\$37,874	\$0	\$0
90000	OPERATING TRSF OUT	\$102,010	\$102,010	\$102,010	\$0	\$0	\$102,010	\$0	100.00%	132.80%	\$101,000	\$1,010	\$0	\$101,000
90000	OTHER FINANCING USES	\$102,010	\$102,010	\$102,010	\$0	\$0	\$102,010	\$0	100.00%	0.00%	\$101,000	\$1,010	\$0	\$101,000
98700	APPROP FOR CONTINGENCIES	\$178,857	\$178,857	\$0	\$0	\$0	\$0	(\$0)	0.00%	0.00%	\$0	\$0	\$0	\$0
98700	CONTINGENCIES	\$178,857	\$178,857	\$0	\$0	\$0	\$0	(\$0)	0.00%	0.00%	\$0	\$0	\$0	\$0
40100	PROPERTY TAXES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
40230	ANIMAL LICENSES	\$285,000	\$285,000	\$0	\$0	\$0	\$0	(\$0)	0.00%	92.18%	\$267,328	(\$16,681)	\$24,984	\$290,000
40430	INTEREST	\$17,000	\$17,000	\$11,000	\$1,179	\$0	\$8,807	\$2,193	51.80%	93.95%	\$15,032	(\$6,225)	\$806	\$16,000
40440	RENTS & CONCESS	\$700	\$700	\$200	\$0	\$24	\$122	\$78	17.39%	83.98%	\$84	\$38	\$19	\$100
40441	RENTAL DEPOSIT/FORFEIT REVENUE	\$200	\$200	\$140	\$0	\$0	\$110	\$30	55.00%	#DIV/0!	\$0	\$110	\$0	\$0
40872	ST-MANDATED COST REIMBURSEMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
40984	STATE-OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
41093	FED-FEMA	\$0	\$0	\$0	\$0	\$0	(\$0)	\$0	0.00%	0.00%	\$0	(\$0)	\$0	\$86,802
41096	INTERGOVERNMENTAL REV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
41148	FED-CARES ACT CRF FUNDING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$21,425	\$0
41510	HUMANE SERVICES	\$250,000	\$250,000	\$215,000	\$16,601	\$25,051	\$198,711	\$16,289	79.48%	93.07%	\$209,402	(\$10,691)	\$22,201	\$225,000
42010	ADMINISTRATIVE SERVICES	\$2,600	\$2,600	\$2,000	\$144	\$232	\$1,865	\$135	71.73%	93.95%	\$1,879	(\$14)	\$159	\$2,000
42022	COST RECOVERY-OTHER	\$5,500	\$5,500	\$4,500	\$592	\$725	\$4,191	\$309	76.19%	85.68%	\$2,571	\$1,620	\$580	\$3,000
42044	MEMBER CONTRIBUTION	\$3,044,606	\$3,044,606	\$3,044,616	\$248,361	\$56,101	\$3,044,616	(\$0)	100.00%	99.93%	\$2,870,279	\$174,337	\$135,159	\$2,872,279
42047	OTHER CHARGES CURRRENT SERVICES	\$14,000	\$14,000	\$10,650	\$1,275	\$75	\$10,425	\$225	74.46%	93.94%	\$10,850	(\$425)	\$4,900	\$11,550
42073	ADMINISTRATIVE FINE FEES	\$5,000	\$5,000	\$6,500	\$1,544	\$1,144	\$6,195	\$305	123.91%	87.97%	\$6,598	(\$402)	\$1,869	\$7,500
42074	GRANT SERVICES-NON INTERGOV	\$15,000	\$15,000	\$5,000	\$0	\$5,000	\$5,000	\$0	0.00%	0.00%	\$15,000	(\$10,000)	\$0	\$15,000
42202	ENDOWMENT CARE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
42205	ANIMAL MICROCHIP FEES	\$20,000	\$20,000	\$8,500	\$1,370	\$990	\$8,290	\$210	41.45%	93.08%	\$15,823	(\$7,533)	\$1,270	\$17,000
42206	ANIMAL RABIES FEES	\$18,000	\$18,000	\$7,000	\$1,020	\$708	\$6,891	\$109	38.28%	93.52%	\$14,963	(\$8,072)	\$1,274	\$16,000
42207	ANIMAL SPAY&NEUTER FEES	\$100,000	\$100,000	\$28,500	\$7,806	\$673	\$27,619	\$881	27.62%	90.70%	\$95,230	(\$67,611)	\$7,350	\$105,000
42234	SALES-OTHER-TAXABLE	\$70,000	\$70,000	\$92,000	\$7,942	\$15,492	\$85,726	\$6,274	122.47%	88.68%	\$66,509	\$19,217	\$3,286	\$75,000
42362	CASH OVERAGES	\$0	\$0	\$5	\$0	\$1	\$5	(\$0)	0.00%	100.10%	\$93	(\$88)	\$0	\$93
42372	CONTRIBUTIONS AND DONATIONS	\$400,000	\$463,000	\$585,000	\$147,144	\$27,600	\$534,983	\$50,017	115.55%	166.23%	\$997,368	(\$462,385)	\$444,029	\$600,000
42375	INSURANCE PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
42380	NSF CHECKS	\$0	\$0	(\$584)	(\$34)	\$0	(\$584)	(\$0)	0.00%	100.00%	(\$35)	(\$549)	(\$35)	(\$35)
42381	NSF CHECKS-RETURNED CHECK	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	#DIV/0!	\$0	\$0	\$0	\$0
42384	OTHER REVENUE	\$40,000	\$40,000	\$40,000	\$2,466	\$3,260	\$23,081	\$16,919	57.70%	61.18%	\$24,473	(\$1,392)	\$2,518	\$40,000
42390	UNCLAIMED MONEY-ESCHEATED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
42500	BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	0.00%	\$0	\$0	\$0	\$0
42981	LICENSES - CAPITOLA	\$0	\$0	\$8,200	\$536	\$938	\$7,731	\$469	#DIV/0!	0.00%	\$8,263	(\$532)	\$1,259	\$0
42982	LICENSES - SANTA CRUZ	\$0	\$0	\$53,000	\$3,342	\$6,827	\$50,164	\$2,836	#DIV/0!	0.00%	\$55,268	(\$5,104)	\$5,991	\$0
42983	LICENSES- SCOTTS VALLEY	\$0	\$0	\$14,000	\$726	\$1,921	\$13,435	\$565	#DIV/0!	0.00%	\$14,752	(\$1,317)	\$912	\$0
42984	LICENSES- COUNTY	\$0	\$0	\$165,000	\$12,636	\$17,605	\$152,789	\$12,211	#DIV/0!	0.00%	\$157,918	(\$5,129)	\$14,196	\$0
42986	LICENSES- WATSONVILLE	\$0	\$0	\$29,000	\$2,458	\$2,870	\$26,528	\$2,472	#DIV/0!	0.00%	\$31,127	(\$4,599)	\$2,626	\$0
40100-42500	REVENUES	\$4,287,606	\$4,350,606	\$4,329,227	\$437,408	\$167,236	\$4,216,700	\$93,974	96.92%	105.27%	\$4,613,446	(\$396,747)	\$671,794	\$4,382,289

## Regular Agenda Item 6.3

TO: Santa Cruz County Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Proposed Budget FY 2022-23

### Recommendation:

Consider adopting the Proposed Fiscal Year (FY) 2022-23 Budget with a 10% increase to member contributions (6% increase from FY 2019-20). This plan uses reserve funds in conjunction with a 10% increase to member contributions for any additional net cost increases after revenues.

### Discussion:

#### Exhibit A - Proposed Budget

Staff developed the following Proposed FY 2022-23 Budget for review and consideration. The proposed budget reflects a 10% increase to member contributions and support for current levels of service with existing staff and recommends continuing to use unassigned reserve balance funds to cover increased net costs.

The following adjustments were made to the Proposed FY 2022-23 Budget presented at the April 11, 2022 Board meeting:

- Expenditures

51000-54010 - Salaries and Benefits projected for FY 2022-23 are based on reports provided by County Personnel. The 10.6% increase in Salaries and Benefits supports the current staffing level. Employee Insurance and Benefits costs continue to rise each year.

62226 – Inventoriable Items – increased by \$15,000 (from \$5,000 to \$20,000) for small medical equipment such as ultrasonic cleaner, centrifuge, infusion pump, pulse oximeters heat pump, exam table, etc. for the expanded veterinary equipment. These items will be fully paid for by the Santa Cruz County Animal Shelter Foundation.

62610 – Rents & Leases – increased by \$48,000 (from \$200,000 to \$248,000) for expected lease agreement for Watsonville Shelter.

62381 – Professional Services – increased by \$32,800 (from \$75,000 to \$107,800) to fund General Manager recruitment contract.

86208 – Fixed Asset Medical Equipment – increased by \$45,000 (from \$0 to \$45,000) to pay for 2 surgery tables, 2 oxygen concentrators, and 4 anesthesia machines for the expanded veterinary clinic. These items will be fully paid for by the Santa Cruz County Animal Shelter Foundation.

- Revenues

42372 – Contributions and Donations – Increased by \$60,000 from (\$400,000 to \$460,000) to offset \$60,000 in increases in 62226 and 86208. Funds will come from the Santa Cruz County Animal Shelter Foundation. Contributions and Donations are increasing due to increased shelter exposure

in the community, more special events, and online and direct mail giving campaigns. With the creation of the Santa Cruz County Animal Shelter Foundation, we expect this revenue to continue to grow to offset our proactive program expenses.

The 62610 increase of \$48,000 and the 62381 increase of \$32,800 are not offset by new revenue. So, \$80,800 increase to our deficit from the April 11, 2022 proposed budget.

The Estimated Actuals for FY 2021-22 reflect a surplus of \$61,475, resulting in an estimated \$1,521,351 in unassigned reserve balance funds. The budget proposal assumes using \$416,532 in reserve funds for any additional net cost increases after revenues. Alternatives to using reserve funds could be reducing staff, shelter hours open to the public or services to the community. Staff reductions could result in fewer opportunities to generate new revenue through grants and programs.

The budget maintains a very modest level of services and supplies expenditures for the average animal population in the shelters. In fact, SCCAS has requested a \$19,399 decrease in services and supplies due to carefully monitored spending and cost-cutting measures. There are several unavoidable fixed costs based on current operations for the shelter including the Santa Cruz Shelter lease agreement and County overhead, contingency funding, and capital reserve funding. Staff continues to count on volunteer and public/non-profit support.

The budget contains a required 4% Contingency of \$186,954 for any unanticipated costs or revenue shortfalls as well as a required \$103,030 contribution to a 30-year asset reserve fund to repair and replace all building components at the Santa Cruz County Animal Shelter in Santa Cruz.

#### Exhibit B - Schedule of Member Contributions

This schedule delineates the change in member contributions based on the 10% increase request, and also shows for comparison purposes the effects on contributions of 8% and 12% increases.

#### Exhibit C - Member Data by Jurisdiction

This worksheet documents impounds and calls for service over the past three previous fiscal years. It is utilized to determine the allocation of member contributions.

#### Exhibit D - Member Contribution Increases/Decreases by Fiscal Year

This chart shows the increase/decrease in member contributions over the past ten years. The ten-year average member contribution increase is only 3.05% which has led to an ongoing structural budget deficit.

#### Exhibit E – Personnel Summary

SCCAS is requesting no change in funded positions for FY 2022-23.

#### Exhibit F – Proposed Capital Reserve Budget

SCCAS requests a \$50,000 allocation for potential minor building improvements. The fund balance is anticipated to be \$319,682 including the FY 2022-23 allocation.

#### Exhibit G - Fee Schedule for Santa Cruz County

This fee schedule reflects changes from FY 2021-22 to FY 2022-23. All of the changes are updates in line with the new Animal Ordinance in effect in Santa Cruz County as of February 11, 2022.

Exhibit H - Fee Schedule for City of Capitola, City of Santa Cruz, City of Scotts Valley and City of Watsonville

No changes to this fee schedule.

In summary, staff recommends a 10% increase to member contributions which considers increased costs in general operations and is a well-balanced approach to meet the current needs of the community. SCCAS continues the movement toward a higher live animal release rate and institution of progressive, long-term approaches to address pet homelessness and quality of life in Santa Cruz County. These vital programs help animals and their guardians beyond the Shelter's doors – spay/neuter clinics, training classes, humane education, and community outreach. With current staff and service levels, SCCAS can continue to work towards implementing revenue generating programs to help offset ongoing expenditures.

In considering SCCAS's future, the use of one-time funds for general operations is not sustainable and must be phased out. Staff will continue to recommend increases to member contributions in future years.

PROPOSED BUDGET FOR FISCAL YEAR 2022-23

Accounts	Actuals 2020-21	Adopted Budget 2021-22	Adjusted Budget 2021-22	Est./Actuals 2021-22	Difference Approved to EAs	10% increase Proposal 2022-23	10% Increase Change from Adopt 2021-22
<b>SALARIES AND BENEFITS</b>							
51000 -- REGULAR PAY-PERMANENT	1,680,573	1,756,193	1,734,093	1,635,246	(120,947)	1,975,003	218,810
51005 -- OVERTIME PAY-PERMANENT	5,292	4,159	4,159	13,405	9,246	7,500	3,341
51010 -- REGULAR PAY-EXTRA HELP	56,357	56,234	56,234	56,471	237	60,000	3,766
51040 -- DIFFERENTIAL PAY	25,724	31,366	31,366	27,961	(3,405)	32,000	634
52010 -- OASDI-SOCIAL SECURITY	130,569	132,675	132,675	129,448	(3,227)	148,296	15,621
52015 -- PERS	390,664	482,434	482,434	431,568	(50,866)	576,856	94,422
53010 -- EMPLOYEE INSURANCE AND BENEFITS	465,561	474,586	474,586	440,280	(34,306)	486,264	11,678
53015 -- UNEMPLOYMENT INSURANCE	3,964	3,964	3,964	5,297	1,333	8,673	4,709
54010 -- WORKERS COMPENSATION INSURANCE	75,625	75,625	75,625	39,194	(36,431)	43,139	(32,486)
<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>2,834,329</b>	<b>3,017,236</b>	<b>2,995,136</b>	<b>2,778,870</b>	<b>(238,366)</b>	<b>3,337,731</b>	<b>320,495</b>
<b>SERVICES AND SUPPLIES</b>							
61115 -- POLICE SAFETY EQUIP-REPLACE	0	500	500	800	300	500	0
61125 -- UNIFORM REPLACEMENT	1,414	1,500	1,500	3,921	2,421	1,500	0
61215 -- RADIO	33,327	35,000	35,000	33,894	(1,106)	35,000	0
61220 -- TELECOM SERVICES	49,375	46,000	46,000	40,000	(6,000)	40,000	(6,000)
61310 -- FOOD	17,577	10,000	10,000	23,500	13,500	20,000	10,000
61412 -- JANITORIAL SERVICES	10,860	10,000	10,000	10,500	500	11,500	1,500
61525 -- LIABILITY INSURANCE	57,173	60,000	60,000	45,259	(14,741)	60,000	0
61535 -- OTHER INSURANCE	4,154	4,012	4,012	3,618	(394)	4,338	326
61720 -- MAINT-MOBILE EQUIPMENT-SERV	7,641	10,000	10,000	7,527	(2,473)	7,500	(2,500)
61725 -- MAINT-OFFICE EQUIPMENT-SERVICES	1,802	1,000	1,000	1,765	765	3,500	2,500
61730 -- MAINT-OTHER EQUIPMENT-SERVICES	1,832	2,000	2,000	2,152	152	17,500	15,500
61731 -- MAINT-OTHER EQUIPMENT-SUPPLIES	121	1,000	1,000	1,000	0	1,500	500
61835 -- FACILITIES MAINT-GENERAL-SERVICES	22,387	18,000	18,000	18,000	0	7,500	(10,500)
61845 -- MAINT-STRUCT/IMPS/GRDS-OTHER-SERVICES	583	1,000	1,000	1,000	0	1,000	0
61846 -- MAINT-STRUCT/IMPS/GRDS-OTHER-SUPPLIES		0	0	0	0		0
61920 -- MEDICAL, DENTAL & LAB SUPPLIES		0	0	0	0		0
61922 -- OTHER MEDICAL MATERIALS & SUPPLIES	152,653	110,000	110,000	90,000	(20,000)	80,000	(30,000)
62020 -- MEMBERSHIPS	3,621	2,000	2,000	2,756	756	3,000	1,000
62111 -- MISCELLANEOUS EXPENSE-SERVICES	13,313	14,000	14,000	14,000	0	14,000	0
62112 -- CASH SHORTAGES	3	0	0	40	40	50	50
62214 -- DUPLICATING SERVICES	4,849	3,500	3,500	4,000	500	5,000	1,500
62217 -- MISC NONINVENTORIAL ITEMS EXPENSE	0	0	0	100	100	0	0
62219 -- PC SOFTWARE PURCHASES	6,543	6,500	6,500	6,845	345	8,000	1,500
62221 -- POSTAGE	12,393	12,000	12,000	12,000	0	12,000	0
62222 -- SUBSCRIPTIONS/PERIODICALS	1,050	125	125	3,679	3,554	500	375
62223 -- SUPPLIES	75,000	75,000	75,000	80,000	5,000	75,000	0
62225 -- NON-PC SOFTWARE	0	250	250	250	0	250	0
62226 -- INVENTORIAL ITEMS	29,767	5,000	50,000	60,000	55,000	20,000	15,000

PROPOSED BUDGET FOR FISCAL YEAR 2022-23

Accounts	Actuals 2020-21	Adopted Budget 2021-22	Adjusted Budget 2021-22	Est./Actuals 2021-22	Difference Approved to EAs	10% increase Proposal 2022-23	10% Increase Change from Adopt 2021-22
62301 -- ACCOUNTING AND AUDITING FEES	14,923	15,000	15,000	15,000	0	15,000	0
62310 -- BANKING FEES	24,156	13,000	13,000	17,500	4,500	17,500	4,500
62316 -- COMPUTER PROF SERVICES	0	0	0	0	0	0	0
62317 -- CONSULT/MGT/PC SERVICES	21,027	20,000	20,000	22,500	2,500	22,500	2,500
62325 -- DATA PROCESSING SERVICES	67,378	82,320	82,320	82,320	0	82,320	0
62381 -- PROF & SPECIAL SERV-OTHER	67,311	125,000	125,000	72,000	(53,000)	107,800	(17,200)
62399 -- VETERINARIAN SERVICES	185,571	170,000	170,000	140,000	(30,000)	100,000	(70,000)
62500 -- EQUIPMENT LEASE & RENT	32	0	0	0	0	0	0
62610 -- RENTS & LEASES-STRUC IMP & GRNDS	197,669	200,000	200,000	197,669	(2,331)	248,000	48,000
62710 -- FIELD EQUIPMENT	2,213	1,200	1,200	1,200	0	1,500	300
62801 -- ADVERTISING & PROMOTION SUPPLIES	8,453	2,500	2,500	4,186	1,686	4,000	1,500
62842 -- INVENTORY MATERIALS PURCHASED	12,491	20,000	20,000	22,486	2,486	20,000	0
62857 -- SPECIAL MISC EXPENSE - SUPPLIES	1,402	500	500	903	403	500	0
62890 -- SUBSCRIPTIONS BOOKS & ED MATERIALS	0	500	500	510	10	500	0
62893 -- TOWING	0	0	0	0	0	0	0
62914 -- EDUCATION & TRAINING	1,206	2,500	2,500	2,371	(129)	2,500	0
62920 -- GAS, OIL, FUEL	18,090	16,000	16,000	20,000	4,000	20,000	4,000
62922 -- LODGING	0	1,500	1,500	992	(508)	1,500	0
62924 -- MEALS	0	500	500	257	(243)	500	0
62926 -- MILEAGE	0	500	500	88	(412)	500	0
62928 -- TRAVEL-OTHER	55	100	100	714	614	100	0
62930 -- REGISTRATIONS	1,462	250	250	225	(25)	1,000	750
62935 -- SERVICE CENTER CHARGES	0	0	0	476	476	500	500
62940 -- TRAVEL ADVANCES	0	0	0	0	0	0	0
63070 -- UTILITIES	84,975	85,000	85,000	98,000	13,000	90,000	5,000
<b>SUBTOTAL SERVICES AND SUPPLIES</b>	<b>1,215,852</b>	<b>1,184,757</b>	<b>1,229,757</b>	<b>1,166,003</b>	<b>(18,754)</b>	<b>1,165,358</b>	<b>(19,399)</b>
<b>OTHER EXPENDITURES</b>							
75230 -- CONTRIB TO OTHER AGENCIES-OTH	0	0	0	0	0	0	0
75239 -- CONTRIB TO COUNTY	415,087	0	0	0	0	0	0
75294 -- TRUST FUND DISTRIBUTIONS	0	0	0	0	0	0	0
75315 -- COUNTY OVERHEAD (See prev. 3550)	63,389	167,422	167,422	167,545	123	167,525	103
86110 -- BUILDINGS AND IMPROVEMENTS	0	0	0	0	0	0	0
86204 -- FIXED ASSETS - EQUIPMENT AND MOBILE	0	0	18,000	16,239	16,239	0	0
86208 -- MEDICAL EQUIPMENT	0	0	14,600	30,000	30,000	45,000	45,000
86209 -- MOBILE EQUIPMENT	0	60,000	60,000	0	(60,000)	0	(60,000)
86210 -- OFFICE EQUIPMENT	0	0	7,500	7,085	7,085	0	0
90000 -- Operating Transfers Out	101,000	102,010	102,010	102,010	0	103,030	1,020
98700 -- APPROPRIATIONS FOR CONTINGENCY	0	178,857	178,857	0	(178,857)	186,954	8,097
<b>SUBTOTAL OTHER EXPENDITURES</b>	<b>579,476</b>	<b>508,289</b>	<b>548,389</b>	<b>322,879</b>	<b>(185,410)</b>	<b>502,509</b>	<b>(5,780)</b>
<b>TOTAL EXPENDITURES</b>	<b>4,629,657</b>	<b>4,710,282</b>	<b>4,773,282</b>	<b>4,267,752</b>	<b>(442,530)</b>	<b>5,005,598</b>	<b>295,316</b>

PROPOSED BUDGET FOR FISCAL YEAR 2022-23

Accounts	Actuals 2020-21	Adopted Budget 2021-22	Adjusted Budget 2021-22	Est./Actuals 2021-22	Difference Approved to EAs	10% increase Proposal 2022-23	10% Increase Change from Adopt 2021-22
<b>REVENUES</b>							
40100 -- PROPERTY TAX-CURRENT SEC-GEN	0	0	0	0	0	0	0
40230 -- ANIMAL LICENSES	305,365	285,000	285,000	0	(285,000)	0	(285,000)
40430 -- INTEREST	15,861	17,000	17,000	11,000	(6,000)	17,000	0
40440 -- RENTS & CONCESSIONS	84	700	700	200	(500)	700	0
40441 -- RENTAL DEPOSIT/FORFEIT REVENUE	0	200	200	140	(60)	200	0
40810 -- ST NATURAL DISASTER ASSISTANCE	1,891	0	0	0	0	0	0
41093 -- FED FEMA	86,802	0	0	0	0	0	0
41148 -- FED-CARES ACT CRF FUNDING	0	0	0	0	0	0	0
41510 -- HUMANE SERVICES	248,694	250,000	250,000	215,000	(35,000)	250,000	0
42010 -- ADMINISTRATIVE SERVICES	2,100	2,600	2,600	2,000	(600)	2,600	0
42022 -- COST RECOVERY-OTHER	2,924	5,500	5,500	4,500	(1,000)	5,500	0
42044 -- MEMBER CONTRIBUTIONS	2,872,279	3,044,606	3,044,606	3,044,616	10	3,349,066	304,460
42047 -- CHARGES FOR CURRENT SERVICES	11,550	14,000	14,000	10,650	(3,350)	14,000	0
42073 -- ADMIN FINE FEES	7,448	5,000	5,000	6,500	1,500	5,000	0
42074 -- GRANT SERVICES-NON INTERGOV	15,000	15,000	15,000	5,000	(10,000)	15,000	0
42205 -- ANIMAL MICROCHIP FEES	18,015	20,000	20,000	8,500	(11,500)	10,000	(10,000)
42206 -- ANIMAL RABIES FEES	16,559	18,000	18,000	7,000	(11,000)	9,000	(9,000)
42207 -- ANIMAL SPAY & NEUTER FEES	114,747	100,000	100,000	28,500	(71,500)	20,000	(80,000)
42334 -- SALES OTHER TAXABLE	77,927	70,000	70,000	92,000	22,000	80,000	10,000
42362 -- CASH OVERAGES	93	0	0	5	5	0	0
42371 -- CONTRIBUTIONS-OTHER					0	10,000	10,000
42372 -- CONTRIBUTIONS AND DONATIONS	1,083,865	400,000	463,000	585,000	122,000	460,000	60,000
42375 -- INSURANCE PROCEEDS					0	0	0
42380 -- NSF CHECKS	(35)	0	0	(584)	(584)	0	0
42381 -- NSF CHECK FEES					0	0	0
42384 -- OTHER REVENUE	41,721	40,000	40,000	40,000	0	40,000	0
42981 -- LICENSES-CAPITOLA CITY	9,383	0	0	8,200	8,200	9,000	9,000
42982 -- LICENSES-SANTA CRUZ CITY	62,946	0	0	53,000	53,000	60,000	60,000
42983 -- LICENSES-SCOTTS VALLEY CITY	16,747	0	0	14,000	14,000	17,000	17,000
42984 -- LICENSES-COUNTY SANTA CRUZ	181,416	0	0	165,000	165,000	180,000	180,000
42986 -- LICENSES-WATSONVILLE	34,873	0	0	29,000	29,000	35,000	35,000
<b>TOTAL REVENUES</b>	<b>4,922,890</b>	<b>4,287,606</b>	<b>4,350,606</b>	<b>4,329,227</b>	<b>(21,379)</b>	<b>4,589,066</b>	<b>301,460</b>
<b>EXPENDITURES LESS REVENUES</b>	<b>(293,232)</b>	<b>422,676</b>	<b>422,676</b>	<b>(61,475)</b>	<b>(421,151)</b>	<b>416,532</b>	<b>(6,144)</b>

PROPOSED BUDGET FOR FISCAL YEAR 2022-23

Accounts	Actuals 2020-21	Adopted Budget 2021-22	Adjusted Budget 2021-22	Est./Actuals 2021-22	Difference Approved to EAs	10% increase Proposal 2022-23	10% Increase Change from Adopt 2021-22
<b>FUND BALANCE TRANSFER TO ASSET RESERVE</b>				<b>102,010</b>		<b>103,030</b>	
<b>Positions Authorized</b>		33.50	33.70	33.70		33.70	0
<b>Positions Unfunded</b>		7.00	5.00	5.00		5.00	(2)
<b>Positions Funded</b>		26.50	28.70	28.70		28.70	2
<hr/>							
Beginning Fund Balance FY 07/01/21				1,521,351			
Less Est./Actuals 21-22				(61,475)			
Total Projected Fund Balance 6/30/22				1,582,826		1,582,826	
Assigned to Budget Deficit 2022-23						416,532	
Estimated Fund Balance 6/30/23						1,166,294	
<hr/>							
<b>Breakdown of Fund Balance</b>							
Beginning Balance of B. Jean Funds 07/01/21				472,501			
Less Est./Actuals 21-22				0			
Estimate Fund Balance 6/30/22				472,501		472,501	
Assigned to Budget Deficit 2022-23						208,266	
Estimated Ending Balance 6/30/23						264,235	
<hr/>							
Balance of Butler Gift, SB90 Funds, & Surplus FY 07/01/21				978,146			
Less Est./Actuals 21-22				(61,475)			
Estimate Fund Balance 6/30/22				1,039,621		1,039,621	
Assigned to Budget Deficit 2022-23						208,266	
Estimated Balance 6/30/23						831,355	
<hr/>							
Beginning Balance Capital Asset Reserve 07/01/21				371,957			
FY 22-23 Contribution				103,030			
Less Est./Actuals 21-22 (Exp. - Int. Rev.)				(211,335)			
Estimate Fund Balance 6/30/22				263,652		263,652	
FY 22-23 Contribution						103,030	
Less Est./Actuals 22-23 (Exp. - Int. Rev.)						47,000	
Estimated Balance 6/30/23						319,682	

**Member Contributions  
FY 2022-23**

**Exhibit B**

FY 2021-22		FY 2022-23 Operational Increase				FY 2022-23 Total Contribution		
Member	Actual	Blended % (50% Pop, 25% Imp, 25% CfS)	8% Increase	10% Increase	12% Increase	8% Increase	10% Increase	12% Increase
Capitola	\$73,854	2.2%	\$5,310	\$6,637	\$7,965	\$79,164	\$80,492	\$81,819
County	\$1,622,672	60.0%	\$146,190	\$182,737	\$219,285	\$1,768,862	\$1,805,409	\$1,841,957
Santa Cruz	\$561,010	16.8%	\$40,944	\$51,180	\$61,416	\$601,954	\$612,190	\$622,426
Scotts Valley	\$101,662	2.4%	\$5,797	\$7,246	\$8,695	\$107,459	\$108,908	\$110,357
Watsonville	\$685,408	18.6%	\$45,328	\$56,660	\$67,992	\$730,736	\$742,068	\$753,400
<b>Total</b>	<b>\$3,044,606</b>	<b>100%</b>	<b>\$243,568</b>	<b>\$304,461</b>	<b>\$365,353</b>	<b>\$3,288,174</b>	<b>\$3,349,066</b>	<b>\$3,409,958</b>

**Membership Data  
FY 2022-23**

Exhibit C

**Impounds - Animal Intake by Jurisdiction**

Jurisdiction	Fiscal Year 2018/2019		Fiscal Year 2019/2020		Fiscal Year 2020/2021		3-Year Avg	
	Intake	% of Total	Intake	% of Total	Intake	% of Total	Rounded	% of Total
<b>Capitola</b>	<b>104</b>	<b>2.06%</b>	<b>110</b>	<b>2.02%</b>	<b>56</b>	<b>0.96%</b>	<b>90</b>	<b>1.81%</b>
<b>County</b>	<b>2,297</b>	<b>45.40%</b>	<b>2,613</b>	<b>48.01%</b>	<b>2,672</b>	<b>45.69%</b>	<b>2,527</b>	<b>50.78%</b>
Monterey County	138	2.73%	143	2.63%	244	4.17%	175	
Other	90	1.78%	189	3.47%	508	8.69%	262	
Santa Jose City	12	0.24%	5	0.09%	4	0.07%	7	
San Mateo	1	0.02%	5	0.09%	2	0.03%	3	
Santa Clara County	24	0.47%	33	0.61%	18	0.31%	25	
<b>Santa Cruz</b>	<b>695</b>	<b>13.74%</b>	<b>820</b>	<b>15.07%</b>	<b>1,188</b>	<b>20.31%</b>	<b>901</b>	<b>18.10%</b>
<b>Scotts Valley</b>	<b>62</b>	<b>1.23%</b>	<b>76</b>	<b>1.40%</b>	<b>97</b>	<b>1.66%</b>	<b>78</b>	<b>1.57%</b>
Shelter	-	0.00%	-	0.00%	2	0.03%	1	
<b>Watsonville</b>	<b>1,636</b>	<b>32.34%</b>	<b>1,449</b>	<b>26.62%</b>	<b>1,057</b>	<b>18.07%</b>	<b>1,381</b>	<b>27.74%</b>
<b>Grand Total</b>	<b>5,059</b>	<b>100.00%</b>	<b>5,443</b>	<b>100.00%</b>	<b>5,848</b>	<b>100.00%</b>	<b>4,977</b>	<b>100.00%</b>

**Calls for Service - Activities by Jurisdiction**

Jurisdiction	Fiscal Year 2018/2019		Fiscal Year 2019/2020		Fiscal Year 2020/2021		3-Year Avg	
	Calls Responded To	% of Total	Calls Responded To	% of Total	Calls Responded To	% of Total	Rounded	% of Total
<b>Capitola</b>	<b>155</b>	<b>1.97%</b>	<b>188</b>	<b>2.11%</b>	<b>186</b>	<b>1.84%</b>	<b>176</b>	<b>2.00%</b>
<b>County</b>	<b>4,175</b>	<b>53.19%</b>	<b>4,742</b>	<b>53.34%</b>	<b>6,168</b>	<b>60.86%</b>	<b>5,028</b>	<b>57.16%</b>
Monterey County	6	0.08%	6	0.07%	13	0.13%	8	
Other	46	0.59%	67	0.75%	65	0.64%	59	
San Jose City	-		9		-		3	
San Mateo	-		4		1		2	
Santa Clara County	2	0.03%	6	0.07%	10	0.10%	6	
<b>Santa Cruz</b>	<b>1,440</b>	<b>18.35%</b>	<b>1,629</b>	<b>18.32%</b>	<b>1,660</b>	<b>16.38%</b>	<b>1,576</b>	<b>17.92%</b>
<b>Scotts Valley</b>	<b>146</b>	<b>1.86%</b>	<b>199</b>	<b>2.24%</b>	<b>243</b>	<b>2.40%</b>	<b>196</b>	<b>2.23%</b>
Shelter	-		167		80		82	
<b>Watsonville</b>	<b>1,879</b>	<b>23.94%</b>	<b>1,873</b>	<b>21.07%</b>	<b>1,708</b>	<b>16.85%</b>	<b>1,820</b>	<b>20.69%</b>
<b>Grand Total</b>	<b>7,849</b>	<b>100.00%</b>	<b>8,890</b>	<b>100.00%</b>	<b>10,134</b>	<b>100.00%</b>	<b>8,797</b>	<b>100.00%</b>

SCCAS Budget Increase/Decrease by Fiscal Year

Exhibit D

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Budget Increase/Decrease	2.50%	0.00%	2.00%	4.00%	6.00%	10.00%	6.00%	4.00%	-10.00%	6.00%
Average Increase Per FY	3.05%									

2022-23 County of Santa Cruz Proposed Budget Allowed and Recommended Positions

Exhibit E

INDEX	POSITION	Salary Range	2021-22 Allowed	2021-22 Mid-Year	2021-22 Total	2022-23 Recommend	Change From 2021-22	2022-23 Unfunded
<b>702800 - ANIMAL SERVICES</b>								
	General Manager	9B	1.00	0.00	1.00	1.00	0.00	0.00
	Animal Svcs Field Manager	D8	1.00	0.00	1.00	1.00	0.00	0.00
	Animal Svcs Operations Manager	S9	1.00	0.00	1.00	1.00	0.00	1.00
	Animal Svcs Shelter Manager	D8	1.00	0.00	1.00	1.00	0.00	0.00
	Admin Svcs Officer II	PR	1.00	0.00	1.00	1.00	0.00	0.00
	Prog and Dev Mgr - Animal Shelter	DK	1.00	0.00	1.00	1.00	0.00	0.00
	Veterinarian	BC	1.00	0.00	1.00	1.00	0.00	1.00
	Animal Svcs Coord-PIO/volunteers	DO	1.00	0.00	1.00	1.00	0.00	0.00
	Animal Svcs Coord-Animal Care	DO	1.00	0.00	1.00	1.00	0.00	0.00
	Animal Svcs Coord-Watsonville	DO	1.00	0.00	1.00	1.00	0.00	0.00
	Animal Svcs Coord-Client Svcs	DO	1.00	0.00	1.00	1.00	0.00	0.00
	Admin Aide	JJ	1.00	0.00	1.00	1.00	0.00	1.00
	Accountant II	HV	0.50	0.20	0.70	0.70	0.00	0.00
	Animal Control Officer I/II	D4/D6	6.00	0.00	6.00	6.00	0.00	1.00
	Animal Svcs Clk Disp	FC	1.00	0.00	1.00	1.00	0.00	0.00
	Animal Svcs Assistant	CD	5.50	0.00	5.50	5.50	0.00	0.50
	Registered Veterinary Technician	ZF	2.00	0.00	2.00	2.00	0.00	0.00
	Animal Health Specialist/Animal Care Worker	D5/D2	6.50	0.00	6.50	6.50	0.00	0.50
	<b>TOTAL</b>		<b>33.50</b>	<b>0.20</b>	<b>33.70</b>	<b>33.70</b>	<b>0.00</b>	<b>5.00</b>

Extend all limited term positions through June 30, 2023

**Santa Cruz County Animal Shelter  
Capital Reserve Budget FY 2022-23**

**Exhibit F**

<b>Capital Fund 76124 (702860)</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>	<b>2022-2023</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Est. Actuals</b>	<b>Budget</b>
<b>Expenditures</b>							
61730 Maint-Other Equip-Services	-	-	9,869	18,100	20,000	-	-
75230 Contrib to Other Agencies					198,000	198,000	-
86110 Buildings and Improvements	-	-	-	41,030	20,000	17,335	50,000
86204 Equipment			12,940	13,753			
86208 Medical Equipment							
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>22,809</b>	<b>72,883</b>	<b>238,000</b>	<b>215,335</b>	<b>50,000</b>
<b>Revenues</b>							
40430 Interest	72	3,046	6,460	2,411	7,000	4,000	3,000
41148 Fed-Cares Act CRF Funding	-	-	-	10,000	-	-	
42462 Operating Transfer In	144,660	100,000	100,000	101,000	103,030	103,030	103,030
<b>Total Revenues</b>	<b>144,732</b>	<b>103,046</b>	<b>106,460</b>	<b>113,411</b>	<b>110,030</b>	<b>107,030</b>	<b>106,030</b>
<b>EXPENDITURES LESS REVENUE</b>	<b>(144,732)</b>	<b>(103,046)</b>	<b>(83,651)</b>	<b>(40,528)</b>	<b>127,970</b>	<b>108,305</b>	<b>(56,030)</b>
 <b>Fund Balance</b>	 <b>(144,732)</b>	 <b>(247,778)</b>	 <b>(331,428)</b>	 <b>(371,957)</b>	 <b>(243,987)</b>	 <b>(263,652)</b>	 <b>(319,682)</b>

		2021-22	Proposed 2022-23 (Blank if no change)
<b>Adoption Fees</b>			
Dogs	Puppies 2-6 months	\$195	
	Adults 7 mon-6 yrs	\$130	
	Sr. Adult 6 yrs+	\$60	
Cats	Kittens 2-12 months	\$120	
	Adults 1-6 yrs	\$100	
	Sr. Adult 6 yrs+	\$55	
Rabbits		\$50	
Rodents		\$25	
Small caged birds		\$25	
Exotic birds (i.e. parrots)		\$75	
Small Livestock	Goats	\$75	
Large Livestock	Cow	\$100	
Horse		\$250	
Chicken/Rooster		\$10	
Adoption Hold Fee, until 5:00 p.m. next business day, not applicable to adoption, non-refundable	Cat	\$20	
	Dog	\$25	

Adoption fee for rescue/non-profit agencies is equal to the cost of the spay/neuter for only adoptable animals  
 Adoption fee for rescue/non-profit agencies for Rabbits \$20  
 Adoption fee for rescue/non-profit agencies include a microchip

**Impound Fees**

		Altered	* Unaltered
Cat	First Impound	\$ 30	\$ 30 + Penalty \$ 35
	Second Impound	\$ 50	\$ 50 + Penalty \$ 50
	Third Impound	\$ 75	\$ 75 + Penalty \$100
	Fourth/Subsequent	\$ 75	\$ 75 + Penalty \$100
Dog	First Impound	\$ 75	\$ 75 + Penalty \$ 35
	Second Impound	\$ 115	\$115 + Penalty \$ 50
	Third Impound	\$ 195	\$195 + Penalty \$100
	Fourth/Subsequent	\$ 225	\$225 + Penalty \$100

\*Unaltered animal penalty fee provided under California Food and Agriculture Code section 30804.7 and 31751.7

Livestock:	Large: First Impound	\$200
	Second/Subsequent	\$250
	Small: First Impound	\$75
	Second/Subsequent	\$125
	A.C. Officer Services	\$75 /hour min.2 hours (after hrs)

**Board Fees - Daily**

Cats	\$20
Dogs	\$25
Other	\$25

**License Fees – Dogs**

Altered - one year	\$29
Unaltered - one year	\$100 with Unaltered Animal Certificate
Late Penalty	\$15
Late Penalty for Potentially Dangerous, Vicious, Habitual or Public	
Nuisance Dog	\$100
Senior Citizen (65+) - one year, altered (waived for one dog)	\$29
Potentially Dangerous/Vicious dog – one year	\$200
Unaltered Animal Certificate -- one time	\$350
Exemption from Unaltered Animal Certificate	\$15 plus license fee
Administrative fee for mailed licenses	\$1

	<b>2021-22</b>	<b>Proposed 2022-23</b>
<b>License Fees – Cats</b>		
Unaltered Animal Certificate	\$250	
Late Penalty	\$15	
Failure to license-if impounded	\$30	
Feral Cat Colony Registration Fee	\$20	
<b>Quarantine Fees</b>		
Home Quarantine (Field Check)	\$75	
Shelter Quarantine	\$50	plus board fees
<b>Service Fees</b>		
Microchip	\$15	
Microchip for impounded dogs and cats	\$25	
Dog/Cat trap rental	\$10	(free for Cat TNR done by ordinance)
Dog Humane Trap Deposit	\$255	
Cat Humane Trap Deposit	\$70	
Pick-Up Animal in a Trap	\$75	
Pick-Up of Owned Animal	\$75	
Pick-up and Disposal of Deceased Animal on Private Property	\$85	
Use of Livestock Trailer - 1st Time	\$100	
Use of Livestock Trailer - 2nd Time and Subsequent	\$150	
<b>Medical Fees</b>		
Medical groom	\$25 - \$100	
Medical nail trim	\$15	
Medication dispensed	\$20	
Vet procedure	\$25 - \$100	
Rabies	\$14	
FVRCP	\$20	
DA2PP	\$20	
Medical bath	\$20	
Wound prep	\$35	
Kitten Package	\$400	
Puppy Package	\$400	
Dental	\$200 - \$800	
Umbilical hernia repair	\$40	
Recovery cone collar	\$8	
<b>Owner Surrender of Animal Residing in Santa Cruz County</b>		
Owner Surrender of Dog	\$0	
Owner Surrender of Cat	\$0	
Owner Surrender of Rabbit	\$0	
Owner Surrender of Exotic (snake, lizard, bird, turtle)	\$0	
small rodents	\$0	
Large livestock	\$0	
small livestock	\$0	
Large Exotic	\$0	

	2021-22	Proposed 2022-23
<b>Owner Surrender of Animal Residing Outside of Santa Cruz County</b>		
Owner Surrender of Dog	\$50	
Owner Surrender of Cat	\$35	
Owner Surrender of Rabbit	\$25	
Owner Surrender of Exotic	\$55	
(snake, lizard, bird, turtle)	\$15-\$35	
small rodents	\$10-\$25	
Large livestock	\$100	
small livestock	\$75	
Large Exotic	\$55	
<b>Protective Custody Fee</b>		
Owner Arrest	\$75 /hour min.(2 hours after hrs)	
Confiscate/Humane	\$75 /hour min.(2 hours after hrs)	
Emergency Hospital	\$25	
Owner Requested Euthanasia	\$75	Plus Disposal
Disposal of Owned Dead Animals	\$50	Up to 19 lbs
	\$50	20 – 69 lbs
	\$50	70 – 99 lbs
	\$50	100 – Up
Refund Processing Fee	\$25	
Animal Control Officer Services	\$75/hour	
Field Return of Owned Animal	\$75	unaltered penalty fee if applicable
<b>Spay/Neuter Fees for Impounded Animals</b>		
Cats		
Neuter	\$50	
Spay	\$50	
Dogs		
Neuter	\$275	
Spay	\$275	
<b>Planned Pethood Spay/Neuter Fees</b>		
Dog	\$250	
Cat	\$50	
Rabbit	\$75	
"Fix-a-Pit" Program all Pit Bulls & Chihuahuas	\$50	
Animals over 100 lbs/brachycephalic/pregnant/cryptorchid		
in heat add	\$50	
Animals determined obese by veterinarian add		
<b>Fees for Additional Required Services</b>		
Microchip	\$10	
License	\$29	
Rabies	\$10	
Late drop-off fee	\$20	
Late pick-up fee	\$40/night	
Blood panel for dogs over 7 yrs / cats over 10 yrs of age	\$75	
<b>Planned Pethood Spay/Neuter Fees for Limited Income*</b>		
Dog	\$50	
Cat	\$25	
Rabbit	\$50	
*Limited income eligibility determined through proof of receipt of government assistance OR through a year-to-date pay stub or W2 tax form that proves the following:		
1 person household--maximum of \$35,350 annual income		
2 person household--maximum of \$40,350 annual income		
3 person household--maximum of \$45,400 annual income		
4 person household--maximum of \$50,400 annual income		

	2021-22	Proposed 2022-23
<b><u>ONE STOP Fees with Purchase of License</u></b>		
Rabies	\$10	
Microchip	\$15	
Nuisance Abatement Appeals Fee (County)	\$75	
Non-sufficient Funds Check Fee	\$40	
Puppy Training Deposits	\$100-\$200	
Training Room Rental Fees	\$22	

**FINES FOR VIOLATIONS OF ANIMAL ORDINANCE – ADMINISTRATIVE CITATION PROGRAM**

<b>*Failure to license</b>		
First offense in one year	\$100	
Second offense in one year	\$200	
Third offense in one year	\$500	
<b>**Failure to microchip</b>		
First offense in one year	\$100	
Second offense in one year	\$200	
Third offense in one year	\$500	
<b>***Failure to provide rabies vaccination,</b>		
First offense in one year	\$100	
Second offense in one year	\$200	
Third offense in one year	\$500	
<b>Failure to display license (each dog)</b>	<b>\$50</b>	
<b>****Failure to spay or neuter dog or cat over 6 months, unless owner holds unaltered animal certificate</b>		
First offense	\$250	
Second offense	\$500	
Third offense	\$750	
Dog running at large, first offense	\$100	
Dog running at large, second offense	\$200	
Dog running at large, third offense	\$250	
Dog off leash, first offense	\$50	
Dog off leash, second offense	\$150	<b>\$100</b>
Dog off leash, third offense	\$250	
Safety of animal in parked vehicle	\$250	
Failure of owner to pick up after dog or cat defecating	\$100	
Habitual noisy animals, first violation	\$100	<b>\$0</b>
Habitual noisy animals, second violation		<b>\$100</b>
Habitual noisy animals, third violation		<b>\$200</b>
Habitual noisy animals, subsequent violations within one year		<b>\$500</b>
Permitting livestock to trespass, per offense	\$200	
*****Appeal of impounded animal		<b>\$250</b>

Except as otherwise provided by subsection (4) of this section, the civil penalty assessed by administrative citation for violation of a provision of this title shall be as follows:

First administrative citation	<b>\$100</b>
Second administrative citation within one year for violation of the	<b>\$200</b>
Third or subsequent administrative citation within one year for	<b>\$500</b>

**2021-22**

**Proposed 2022-23**

All first offense recommended penalties not subject to cure will be reduced by 50% if they are paid in full by 5:00 p.m. of the first business day following issuance.

\*Citations for failure to license will be dismissed if cured within 7 calendar days, including day of issuance

\*\*Citations for failure to microchip will be dismissed if cured within 7 calendar days, including day of issuance

\*\*\*Citations for failure to provide rabies vaccination will be dismissed if cured within 7 calendar days, including day of issuance

\*\*\*\*Citations for failure to spay or neuter dog or cat over 6 months, unless owner holds unaltered animal certificate will be dismissed if ASA receives evidence that animal was spayed or neutered within 30 calendar days, including day of issuance.

\*\*\*\*\*For an appeal concerning an impounded animal, at the same time the appeal is filed the appellant must pay the cost of the care and housing of the animal for the time period during which the appeal is pending. Appeals shall not be accepted without advance payment of such costs. Costs shall be assessed in 14-day increments and must be regularly maintained on an on-going basis in order to continue the appeal process. If costs are not timely paid, the appeal shall be considered abandoned. Any excess collected costs shall be returned to the appellant as determined by the administrative hearing officer or the Director. If impound decision is upheld, appellant is additionally responsible for costs associated with administrative hearing. If impound decision is overturned, all costs assessed to the appellant shall be returned to the appellant.

**SCCAS Fee Schedule - Cities**

Exhibit H

**2021-22**

**Proposed 2022-23  
(Blank if No Change)**

**Adoption Fees**

Dogs		
	Puppies 2-6 months	\$195
	Adults 7 mon-6 yrs	\$130
	Sr. Adult 6 yrs+	\$60
Cats		
	Kittens 2-12 months	\$120
	Adults 1-6 yrs	\$100
	Sr. Adult 6 yrs+	\$55
Rabbits		\$50
Rodents		\$25
Small caged birds		\$25
Exotic birds (i.e. parrots)		\$75
Small Livestock	Goats	\$75
Large Livestock	Cow	\$100
Horse		\$250
Chicken/Rooster		\$10

Adoption Hold Fee, until 5:00 p.m. next business day, not applicable to adoption,  
non-refundable

Cat	\$20
Dog	\$25

Adoption fee for rescue/non-profit agencies is equal to the cost of the spay/neuter for only adoptable animals  
Adoption fee for rescue/non-profit agencies for Rabbits \$20  
Adoption fee for rescue/non-profit agencies include a microchip

**Impound Fees**

		Altered	* Unaltered
Cat	First Impound	\$ 30	\$ 30 + Penalty \$ 35
	Second Impound	\$ 50	\$ 50 + Penalty \$ 50
	Third Impound	\$ 75	\$ 75 + Penalty \$100
	Fourth/Subsequent	\$ 75	\$ 75 + Penalty \$100
Dog	First Impound	\$ 75	\$ 75 + Penalty \$ 35
	Second Impound	\$ 115	\$115 + Penalty \$ 50
	Third Impound	\$ 195	\$195 + Penalty \$100
	Fourth/Subsequent	\$ 225	\$225 + Penalty \$100

\*Unaltered animal penalty fee provided under California Food and Agriculture Code section 30804.7 and 31751.7

Livestock:	Large: First Impound	\$200
	Second/Subsequent	\$250
	Small: First Impound	\$75
	Second/Subsequent	\$125
	A.C. Officer Services	\$75 /hour min.2 hours (after hrs)

**Board Fees - Daily**

Cats	\$20
Dogs	\$25
Other	\$25

**License Fees – Dogs**

Altered - one year	\$29
Unaltered - one year	\$100 with Unaltered Animal Certificate
Late Penalty	\$15
Late Penalty for Potentially Dangerous, Vicious, Habitual or Public Nuisance Dog	\$100

**SCCAS Fee Schedule - Cities**

**Exhibit H**

	<b>2021-22</b>	<b>Proposed 2022-23</b>
Senior Citizen (65+) - one year, altered (waived for one dog)	\$29	
Potentially Dangerous/Vicious dog – one year	\$200	
Unaltered Animal Certificate -- one time	\$350	
Exemption from Unaltered Animal Certificate	\$15	plus license fee
Administrative fee for mailed licenses	\$1	
<b>License Fees – Cats</b>		
Unaltered Animal Certificate	\$250	
Late Penalty	\$15	
Failure to license-if impounded	\$30	
Feral Cat Colony Registration Fee	\$20	
<b>Quarantine Fees</b>		
Home Quarantine (Field Check)	\$75	
Shelter Quarantine	\$50	plus board fees
<b>Service Fees</b>		
Microchip	\$15	
Microchip for impounded dogs and cats	\$25	
Dog/Cat trap rental	\$10	(free for Cat TNR done by ordinance)
Dog Humane Trap Deposit	\$255	
Cat Humane Trap Deposit	\$70	
Pick-Up Animal in a Trap	\$75	
Pick-Up of Owned Animal	\$75	
Pick-up and Disposal of Deceased Animal on Private Proper	\$85	
Use of Livestock Trailer	\$100/\$150	(1st /2nd time)
<b>Medical Fees</b>		
Medical groom	\$25 - \$100	
Medical nail trim	\$15	
Medication dispensed	\$20	
Vet procedure	\$25 - \$100	
Rabies	\$14	
FVRCP	\$20	
DA2PP	\$20	
Medical bath	\$20	
Wound prep	\$35	
Kitten Package	\$400	
Puppy Package	\$400	
Dental	\$200 - \$800	
Umbilical hernia repair	\$40	
Recovery cone collar	\$8	
<b>Owner Surrender of Animal Residing in Santa Cruz County</b>		
Owner Surrender of Dog	\$0	
Owner Surrender of Cat	\$0	
Owner Surrender of Rabbit	\$0	
Owner Surrender of Exotic	\$0	
(snake, lizard, bird, turtle)	\$0	
small rodents	\$0	
Large livestock	\$0	
small livestock	\$0	
Large Exotic	\$0	

**SCCAS Fee Schedule - Cities**

**Exhibit H**

**2021-22**

**Proposed 2022-23**

**Owner Surrender of Animal Residing Outside of Santa Cruz County**

Owner Surrender of Dog	\$50
Owner Surrender of Cat	\$35
Owner Surrender of Rabbit	\$25
Owner Surrender of Exotic	\$55
(snake, lizard, bird, turtle)	\$15-\$35
small rodents	\$10-\$25
Large livestock	\$100
small livestock	\$75
Large Exotic	\$55

**Protective Custody Fee**

Owner Arrest	\$75 /hour min.(2 hours after hrs)
Confiscate/Humane	\$75 /hour min.(2 hours after hrs)
Emergency Hospital	\$25

Owner Requested Euthanasia \$75 Plus Disposal

Disposal of Owned Dead Animals	\$50 Up to 19 lbs
	\$50 20 – 69 lbs
	\$50 70 – 99 lbs
	\$50 100 – Up

Refund Processing Fee \$25

Animal Control Officer Services \$75/hour

Field Return of Owned Animal \$75 unaltered penalty fee if applicable

**Spay/Neuter Fees for Impounded Animals**

<b>Cats</b>	
Neuter	\$50
Spay	\$50
<b>Dogs</b>	
Neuter	\$275
Spay	\$275

**Planned Pethood Spay/Neuter Fees**

Dog	\$250
Cat	\$50
Rabbit	\$75
"Fix-a-Pit" Program all Pit Bulls & Chihuahuas	\$50
Animals over 100 lbs/brachycephalic/pregnant/cryptorchid	
in heat add	\$50

Animals determined obese by veterinarian add

**Fees for Additional Required Services**

Microchip	\$10
License	\$29
Rabies	\$10
Late drop-off fee	\$20
Late pick-up fee	\$40/night
Blood panel for dogs over 7 yrs / cats over 10 yrs of age	\$75

**Planned Pethood Spay/Neuter Fees for Limited Income\***

Dog	\$50
Cat	\$25
Rabbit	\$50

\*Limited income eligibility determined through proof of receipt of government assistance

**SCCAS Fee Schedule - Cities**

**Exhibit H**

**2021-22**

**Proposed 2022-23**

OR through a year-to-date pay stub or W2 tax form that proves the following:

- 1 person household--maximum of \$35,350 annual income
- 2 person household--maximum of \$40,350 annual income
- 3 person household--maximum of \$45,400 annual income
- 4 person household--maximum of \$50,400 annual income

**ONE STOP Fees with Purchase of License**

Rabies	\$10
Microchip	\$15
 Nuisance Abatement Appeals Fee (County)	 \$75
 Non-sufficient Funds Check Fee	 \$40
 Puppy Training Deposits	 \$100-\$200
Training Room Rental Fees	\$22

**FINES FOR VIOLATIONS OF ANIMAL ORDINANCE – ADMINISTRATIVE CITATION PROGRAM**

**\*Failure to license**

First offense in one year	\$100
Second offense in one year	\$200
Third offense in one year	\$500

**\*\*Failure to microchip**

First offense in one year	\$100
Second offense in one year	\$200
Third offense in one year	\$500

**\*\*\*Failure to provide rabies vaccination,**

First offense in one year	\$100
Second offense in one year	\$200
Third offense in one year	\$500

**Failure to display license (each dog)**

\$50

**\*\*\*\*Failure to spay or neuter dog or cat over 6 months, unless owner holds unaltered animal certificate**

First offense	\$250
Second offense	\$500
Third offense	\$750

Dog running at large, first offense	\$100
Dog running at large, second offense	\$200
Dog running at large, third offense	\$250

Dog off leash, first offense	\$50
Dog off leash, second offense	\$150
Dog off leash, third offense	\$250

Safety of animal in parked vehicle \$250

Failure of owner to pick up after dog or cat defecating \$100

Habitual noisy animals (6.12.090) \$100

Permitting livestock to trespass, per offense \$200

**SCCAS Fee Schedule - Cities**

**Exhibit H**

**2021-22**

**Proposed 2022-23**

All first offense recommended penalties not subject to cure will be reduced by 50% if they are paid in full by 5:00 p.m. of the first business day following issuance.

\*Citations for failure to license will be dismissed if cured within 7 calendar days, including day of issuance

\*\*Citations for failure to microchip will be dismissed if cured within 7 calendar days, including day of issuance

\*\*\*Citations for failure to provide rabies vaccination will be dismissed if cured within 7 calendar days, including day of issuance

\*\*\*\*Citations for failure to spay or neuter dog or cat over 6 months, unless owner holds unaltered animal certificate will be dismissed if ASA receives evidence that animal was spayed or neutered within 30 calendar days, including day of issuance.

## Regular Agenda Item 6.4

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Appointment of Interim General Manager

### Recommendation:

Appoint Erika Smart, Program and Development Manager, to serve as Interim General Manager.

### Discussion:

The current General Manager, Melanie Sobel, has resigned from her position, effective July 1, 2022, and has accepted employment with Denver Animal Protection. The Santa Cruz County Animal Shelter plans to launch a recruitment for her replacement as discussed in Item 6.4 on today's agenda.

For more than three years, Erika Smart has served as the Animal Shelter's Program and Development Manager and has worked closely with all areas of the Shelter, including client, clinic and field services. Ms. Smart coordinates with other managers and oversees the largest volunteer program in the County--over 400 volunteers. She also has worked very closely with Ms. Sobel on fundraising, marketing and humane education initiatives and has taken over as President on the Santa Cruz County Animal Shelter Foundation Board. She has served as Acting General Manager when Ms. Sobel has taken time off or traveled outside the County. Ms. Smart has a Bachelor and Master of Arts in Communications Studies from California State University Chico and Stanislaus, respectively, and is a California Animal Welfare Emerging Leader Academy Graduate and a Credentialed California County Senior Executive from the CSAC Institute for Excellence in County Government.

Ms. Smart has the experience and knowledge to serve in the role of Interim General Manager until the recruitment process has been completed and a permanent General Manager has been hired.

## Regular Agenda Item 6.5

TO: Santa Cruz County Animal Shelter Board of Directors  
FROM: Melanie Sobel, General Manager  
DATE: June 13, 2022  
SUBJECT: Plan and Contract for General Manager Recruitment Services

### Recommendation:

- 1) Approve agreement with WBCP, Inc., in an amount not to exceed \$32,800, for General Manager recruitment services; and
- 2) Establish a technical advisory subcommittee of the Santa Cruz County Animal Shelter Board of Directors to review candidate qualifications and provide technical advice related to the selection decision.

### Discussion:

The current General Manager, Melanie Sobel, has resigned from her position, effective July 1, 2022, and has accepted employment with Denver Animal Protection. The Santa Cruz County Animal Shelter (SCCAS) Board of Directors needs a plan for a timely recruitment of the General Manager position. Staff recommends approval of the attached agreement with WBCP, Inc. (WBCP), in the amount of \$32,800, for General Manager recruitment services and that the SCCAS Board establish a technical advisory subcommittee of the SCCAS Board of Directors to review candidate qualifications and provide technical advice relating to the selection decision.

To implement a timely and successful recruitment plan, two recruitment services vendors were contacted for proposals. One firm declined to bid, and the other, WBCP submitted a proposal and plan (Attachment 1). WBCP is an experienced recruitment services firm that has worked with a wide variety of government agencies, including Joint Powers Authority (JPA) agencies to fill executive level positions. WBCP is the firm that was utilized for the recent successful recruitments of both the County Director of Health Services and Public Defender.

The attached agreement with WBCP (Attachment 2), in the amount of \$32,800, is inclusive of recruitment consulting services and related expenses such as travel, advertising, materials design, panel packet content, and background and references checks. WBCP has proposed a 12-week recruitment timeline from execution of the recruitment agreement to completion of candidate negotiations and hiring. The recruitment is expected to open July 11, 2022 to prospective candidates and close approximately four to five weeks later.

Additionally, staff recommends establishment of a technical advisory subcommittee of the SCCAS Board of Directors to work closely with WBCP to advise on recruitment plan implementation, review candidate qualifications, and provide technical advice related to

the selection decision. It is recommended that subcommittee members be comprised of Directors, or County Administrator/City Manager representatives, from the County of Santa Cruz, City of Santa Cruz, and City of Watsonville.



Photo: thedyrt.com

  
**WBCP  
PROPOSAL**

# RECRUITMENT SERVICES FOR



**GENERAL MANAGER**

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**MAY 26, 2022**

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# I. COVER LETTER.....

May 27, 2022

Ajita Patel  
Personnel Director  
County of Santa Cruz



RE: General Manager – Animal Services Authority Recruitment

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the General Manager for the County of Santa Cruz's Animal Services Authority.

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **We guarantee we will fill your position, and we guarantee that placement for 12 months.** We provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.

**WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture.** WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, community, culture, and the staff that the future General Manager will lead.

**My team and I have partnered with the County of Santa Cruz before, filling several high-level positions including your Health Services Agency Director and Public Defender roles. We know the California candidate marketplace and have several other clients in the region and managed successful executive search services for the City of Palo Alto, County of Marin, City of Santa Maria, County of Napa, Santa Clara Valley Water District (Valley Water), and City of San Rafael.**

**WBCP has experience filling JPA positions, such as the Executive Director for the City of Sacramento's Water Forum. We have also filled the County San Luis Obispo's Health Agency Director, which oversees the Animal Services division.**

Sam Sackman, WBCP's Vice President, and/or I will be the lead on this recruitment. I lived for over 35 years in California and have over 20 years of experience in executive search services, six years of which were working for the County of Orange, and I have owned and operated WBCP since 2004. Sam Sackman lives and works out of our Bay Area offices and spent the latter part of her career working directly for Valley Water in the Executive Office gaining a deep understanding of the inner workings of executive-level positions. WBCP now has offices in Oregon, Washington, and California, including two offices in the South Bay Area, the Greater Sacramento Area, and Central California.

# I. COVER LETTER.....

**WBCP, Inc. staff are experts in the virtual recruitment process.** We are providing these services seamlessly and will be able to effectively support a virtual recruitment process or coordinate COVID-compliant in-person interviews and/or hybrid virtual and/or in-person interviews; WBCP is willing to travel during COVID.

Recruiting top talent has become the number-one topic amongst administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Upon our 2021 year-end review, we found that over the last three years, 62% of our applicants and 56% of candidates placed in leadership positions with our clients came from diverse backgrounds.** In fact, because of our ability to reach diverse applicant pools, we were hired by two national Latino organizations to recruit for an Executive Director and other leadership positions: Latino Public Broadcasting and Radio Bilingüe (two of the largest Latino national nonprofit organization in the U.S.).

Clients choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them, In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, I love what I do, and I am passionate about finding exceptional candidates who are also passionate about serving others. My staff and I are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,



Wendi Brown | Founder/President, WBCP, INC.  
[wendi@wbcpinc.com](mailto:wendi@wbcpinc.com) | 541-664-0376  
[www.wbcpinc.com](http://www.wbcpinc.com)

**DIVERSITY**

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**56%**

*of WBCP candidates placed in leadership positions come from a diverse background*

## II. BACKGROUND & QUALIFICATIONS.....

**Principal:** Wendi Brown, President

**Company Legal Name:** WBCP, Inc.

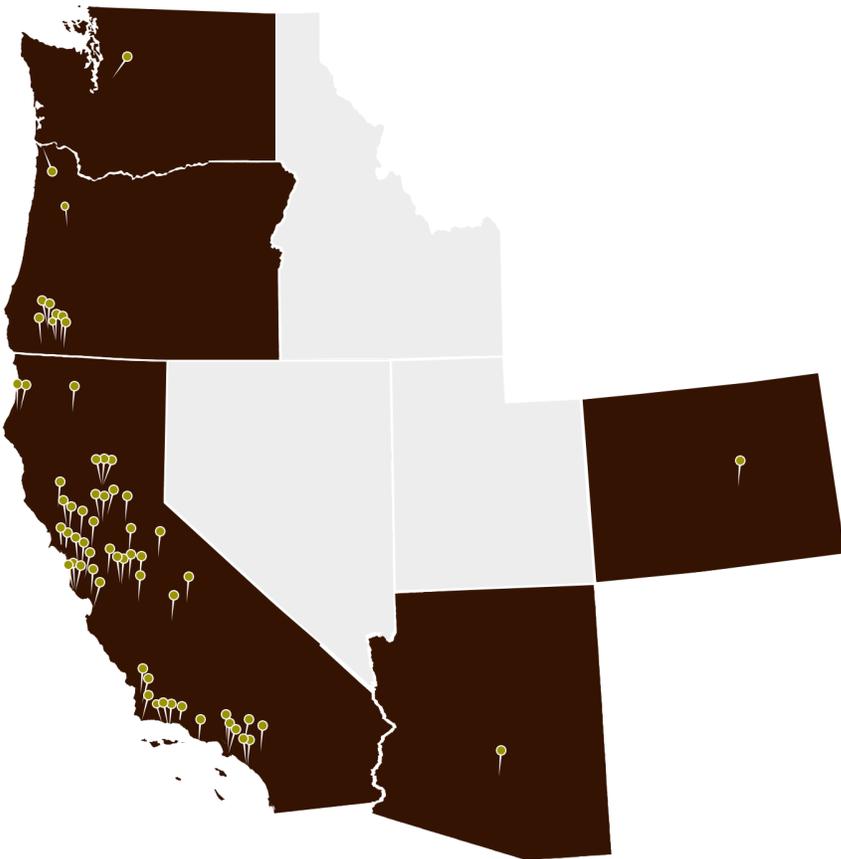
**Tax ID:** 81-5454037

**Website:** www.wbcpinc.com

**Phone:** 866-929-WBCP (9227) / 541-664-0376

**Address:**

- **California Main Office:** 1730 Quail Circle, Roseville, CA 95661
- **Oregon Main Office:** 360 Riverside Ave., P.O. Box 909, Gold Hill, Oregon 97525
- **Washington Main Office:** 15405 Des Moines Memorial Drive, #G303, Burien, WA 98148
- **Satellite Office:** San Jose, CA 95125
- **Satellite Office:** Nipomo, CA 93444



### WOMEN OWNED

*WBCP, Inc. is a 100% woman-owned business, an S Corporation, not part of a parent company, and is a registered small business through the U.S. Small Business Administration (SBA). WBCP is registered to do business in California, Oregon, Washington, and Arizona and soon expanding in other states. WBCP files and pays California S Corp and personal income taxes.*

### BUSINESS HISTORY

*WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting: organizational development, training, classification and compensation studies, analysis and assessments, etc.*

## CURRENT ENGAGEMENTS / CAPACITY:

WBCP has the capacity to accept and manage this recruitment immediately.

## II. BACKGROUND & QUALIFICATIONS.....

### EXPERIENCE:

WBCP has over 20 years of experience providing search services for public sector and nonprofit organizations. We have successfully secured professionals and provided other consulting services in Oregon, Colorado, Arizona, Washington, and California.

**Oregon, California, and Arizona Cities of:** Arcata, Ashland, Astoria, Calistoga, Central Point, Ceres, Chandler, Davis, Dunsmuir, Duvall, Grants Pass, Gold Hill, Hemet, Independence, Irvine, Lincoln, Livermore, Long Beach, Medford, Milpitas, Napa, Oxnard, Palo Alto, Pasadena, Petaluma, Phoenix (AZ), Phoenix (OR), Port Hueneme, Redding, Riverside, Roseville, Sacramento, San Francisco, San Rafael, Santa Maria, Santa Paula, Santa Rosa, Solvang, Sonoma, Truckee, Ventura, Vernon, Windsor, and Winters.

**Oregon, Colorado, and California Counties of:** Alameda, Colusa, Contra Costa, El Paso (CO), Fresno, Humboldt, Jackson, King, Lake, Lane, Los Angeles, Marin, Mariposa, Merced, Napa, Orange, Riverside, San Benito, San Bernardino, San Francisco, San Joaquin, San Luis Obispo, Santa Barbara, Santa Cruz, Solano, Sonoma, Stanislaus, Tri-City Mental Health Authority (TCMHA), and Tuolumne.

**Local and National Councils and Districts:** Boulder Creek Protection District, CalPIA (California Prison Authority), Hass Avocado Board (HAB), Jackson County Fire District 5, NAVA, North American Blueberry Council/U.S. Highbush Blueberry Council (NABC/USHBC), Oakland Housing Authority, Olivehurst Public Utility District, Sacramento Area Flood Control Agency (SAFCA), Sacramento Employment & Training Agency (SETA), Sacramento Library Authority, Sacramento Sewer District, Tuolumne Utilities District, and Valley Water.

**Nonprofit Organizations:** Center Point, Community Food Bank, Dogs for Better Lives/Dogs for the Deaf, First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo), Futures Without Violence (Family Violence Protect Fund), Greater Richmond Interfaith Program (GRIP), La Public Media, Latino Public Broadcasting, Options Recovery, Radio Bilingüe, Valley Consortium for Medical Education (VCME), and Water Forum.

**Private Organizations:** SWEED, Touchstone Accounting

**Consulting services** (*classification and compensation services, competency modeling, job description development, job family development, job analysis*): City of Fremont, City of Medford, City of Santa Maria, City of Santa Paula, County of Humboldt, County of Mariposa, County of Santa Barbara, and County of San Luis Obispo.

## INDUSTRIES

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- Organizational Leadership
- Public Safety/Fire/Police
- Engineering
- Facilities & Operations
- Marketing & Communications
- Economic Development
- Financial, Accounting/Auditing
- Transportation
- Legal/Counsel/Clerk
- Parks & Recreation
- Community Services & Arts
- Public Works
- Information Technology
- Health & Human Services
- Human Resources
- Planning & Building

## II. BACKGROUND & QUALIFICATIONS.....

**BELOW IS A LIST OF RECRUITMENTS WBCP HAS SUCCESSFULLY MANAGED:**

### **ORGANIZATIONAL LEADERSHIP**

- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- City Manager, City of Pasadena, CA
- City Manager, City of Ceres, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Gold Hill, OR
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Dunsmuir, CA
- City Manager, City of Oxnard, CA
- City Manager, City of Ventura, CA
- City Manager, City of Independence, OR
- Assistant City Manager (Public Safety), City of Sacramento, CA
- Deputy City Manager, City of Long Beach, CA
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, LA Public Media, CA
- General Manager, Radio Bilingüe, CA
- Chief Executive Officer, CalPIA (California Prison Authority), CA
- Chief Executive Director, Valley Consortium of Medical Education, CA
- Chief Operating Officer, IT and Administrative Services, Valley Water, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer/Executive Director, Valley Consortium for Medical Education, CA
- ACEO - Assistant County Executive Officer, County of Napa, CA
- ACEO - Assistant County Administrative Officer, County of Santa Barbara, CA
- ACAO - Assistant County Administrator, County of San Joaquin, CA
- Administrative Services and Finance Director, City of Ashland, OR
- Executive Director, Water Forum, CA
- Executive Director, Options Recovery Services, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, First 5 Association of California, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director, First 5 Fresno, CA
- Assistant Director, First 5 San Mateo, CA
- Executive Vice President, Center Point, CA
- Executive Director, Community Food Bank, CA
- Executive Director, Greater Richmond Interfaith Program, CA
- Executive Director, Sacramento Employment and Training Agency, CA
- Executive Assistant of Operations, Hass Avocado Board, CA

## II. BACKGROUND & QUALIFICATIONS.....

### PUBLIC WORKS, TRANSPORTATION, & ENGINEERING

- Director of Transportation, County of Riverside, CA
- Director of Engineering, City of Ceres, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer, Administrative and Contract Services, Valley Water, CA
- Power Engineer, City of Roseville, CA
- Director of Public Works, City of Solvang, CA
- Director of Public Works, City of Roseville, CA
- Director of Public Works, City of San Rafael, CA
- Director of Public Works, City of Santa Maria, CA
- Director of Public Works, City of Ashland, OR
- Director of Public Works & Transportation, City of Irvine, CA
- Director of Engineering, City of Ceres, CA
- Electric Utility Director, City of Roseville, CA
- Assistant Director Public Works, County of Marin, CA
- Assistant Director of Public Works, City of Santa Paula, CA
- Assistant Director of Public Works – Transportation, City of Davis, CA
- Deputy Operating Officer, Watersheds Design and Construction, Valley Water, CA
- Deputy Operating Officer, Water Utility Capital, Valley Water, CA
- Deputy Operating Officer, Watersheds Operations and Maintenance, Valley Water, CA
- Deputy Operating Officer, Raw Water, Valley Water, CA
- Deputy Director Public Works, Civil/Traffic Engineer, County of Marin, CA
- Deputy Director Public Works/Traffic Engineer, City of San Rafael, CA
- Deputy PW Director/Principal Civil Engineer/Traffic Engineer, City of Santa Maria, CA
- Assistant Operating Officer of Watershed Stewardship & Planning Div., Valley Water, CA
- Assistant Operating Officer, Treated Water, Valley Water, CA
- Assistant Operating Officer, Dam Safety and Capital Delivery, Valley Water, CA
- Street Maintenance Superintendent, City of Roseville, CA
- Unit Manager, Treatment Plant Design & Commissioning Manager, Valley Water, CA
- Unit Manager, Engineering Utility Operations and Maintenance Manager, Valley Water, CA
- Unit Manager, Asset Management, Valley Water, CA
- Senior Civil Engineer, City of San Rafael, CA
- Principal Civil Engineer, City of Santa Maria, CA
- Senior Environmental Planner, Valley Water, CA
- Engineering/CIP Manager, City of Petaluma, CA
- Project Engineer/Power Engineer, City of Palo Alto, CA
- Electric Project Engineer, City of Palo Alto, CA
- Electric Linesperson/Cable Splicer (High Voltage Lineman), City of Palo Alto, CA
- Electric Operations Manager, City of Palo Alto, CA
- Civil Engineer, Project Manager & Assistant Project Manager, Morton and Pitalo, Sacramento, CA
- Industrial / Mechanical Senior Engineer, SWEED, OR
- Multiple Civil Engineering & Project Management Positions, City of Petaluma, CA



## II. BACKGROUND & QUALIFICATIONS.....

### INFORMATION TECHNOLOGY

- Chief Information Officer, County of Solano, CA
- Chief Information Officer, City of Chandler, AZ
- Chief Information Officer, City of Santa Maria, CA
- Chief Information Officer, County of San Joaquin, CA
- Chief Information Officer, General Hospital, County of San Joaquin, CA
- Chief Information Security Officer (CISO), County of Santa Barbara, CA
- Chief Innovation Security Officer (CISO), City of Riverside, CA
- Director of Operations and Technology, First 5 Alameda, CA
- IT Program Director, NAVA Public Benefit Company
- Vice President of Engineering, NAVA, (national)
- Digital Services Director, City of San Rafael, CA
- Director of IT, Valley Water, CA
- Software Services Manager, Valley Water, CA
- Assistant IT Director, City of Roseville, CA
- Assistant IT Director, County of Solano, CA
- Assistant IT Manger, County of Marin, CA
- IT Manager – GIS, County of Solano, CA
- IT Manager – Health and Social Services/County Data Services, County of Solano, CA
- IT Manager, County of Santa Barbara, Social Services, CA
- Cloud Migration Architect, County of Santa Barbara, CA
- Infrastructure Architect, County of Santa Barbara, CA
- Operations Technical Support Supervisor, County of Santa Barbara, CA
- Software Engineer (7 positions), County of San Luis Obispo, CA
- Project Manager, County of San Luis Obispo, CA
- IT Programming Analyst, Reporting, County of Santa Barbara, CA
- Operations Technical Support Supervisor, County of Santa Barbara, CA
- Open Text Business Analyst, County of San Luis Obispo, CA
- Network Engineer, City of Santa Maria, CA
- Network Architect, County of Santa Barbara, CA
- Applications Team Supervisor, County of San Luis Obispo, CA
- IT Security Specialist, County of Santa Barbara, CA
- SAP Software Engineer, County of San Luis Obispo, CA
- IT Security Specialist/Engineer, County of Santa Barbara, CA
- Network Administrators, Superior Court CA, County of Santa Barbara, CA
- Senior Programmer, County of Santa Barbara, CA
- Senior Database Administrator, County of Napa, CA
- IT Project Managers (2 positions), County of Solano, CA
- Data Engineer, County of Solano, CA
- Director of Information Technology, Oakland Housing Authority, CA
- Software Engineer, Valley Water, CA

### ECONOMIC DEVELOPMENT

- Director of Innovation and Economic Development, City of Livermore, CA
- Director, Economic Development and Innovation, City of San Rafael, CA

## II. BACKGROUND & QUALIFICATIONS.....

### FINANCIAL, ACCOUNTING, AUDITING, FACILITIES, & OPERATIONS

- Finance Director, City of Ashland, OR
- Finance Director, City of Grants Pass, OR
- Finance Director, City of Lincoln, CA
- Finance Director, City of Sacramento, CA
- Director of Finance, Community Food Bank, CA
- Administrative Services/Finance Director, City of Ashland, OR
- Chief Financial Officer, County of Marin Employees Retirement Agency, CA
- Chief Financial Officer, Social Services Department, County of Santa Barbara, CA
- Director of Finance, County of Jackson, OR
- Financial Controller/Finance Director, North American Blueberry Council/USHBC, CA
- Director of Contracts and Procurement, Valley Water, CA
- Division Chief, Auditor Controller, County of San Joaquin, CA
- Internal Audit Chief, County of Santa Barbara, CA
- Senior Principal Accountant, City of San Rafael, CA
- Senior Tax Accountant, Touchstone Accounting, OR
- Director of Contracts and Procurement, Valley Water, CA
- Audit Supervisor, County of Santa Barbara, CA
- Internal Audit Chief, County of Santa Barbara, CA
- Assistant Finance Director, City of Roseville, CA
- Payroll Supervisor, County of Santa Barbara, CA
- Finance Manager, County of Santa Barbara, Department of Behavioral Wellness, CA
- Financial Systems Analyst, County of Santa Barbara, CA
- Senior Financial Systems Analyst, County of Santa Barbara, CA
- Accountant Auditor I/II, County of Santa Barbara, CA

### HUMAN RESOURCES

- Executive Director of Human Resources (HR) and Risk Management, County of El Paso, CO
- Human Resources Director, County of Napa, CA
- Human Resources Director, County of Solano, CA
- Human Resources Manager, County of Solano, CA
- Human Resources Manager, City of Milpitas, CA
- Human Resources Manager & Risk Manager, City of Port Hueneme, CA
- Human Resources Director, County of Mariposa, CA
- Human Resources Director, County of Humboldt, CA
- Payroll Division Chief, County of Santa Barbara, CA
- Risk Manager, County of Marin, CA
- Chief Human Resources & Organizational Development Officer, City of Santa Maria, CA
- Director of Employee Experience and Culture, City of San Rafael, CA
- Director, Organizational Effectiveness and Culture, County of Los Angeles, CA
- Recruitment, Retention and Selection Manager, County of Santa Barbara, CA
- Labor Relations Manager, County of Solano, CA
- Deputy Human Resources Director, Labor Relations, County of Marin, CA
- Labor Relations Specialist/Labor Relations Program Administrator, Valley Water, CA

## II. BACKGROUND & QUALIFICATIONS.....

### HEALTH AND HUMAN SERVICES/HOUSING/UNHOUSED

- Director of Aging and Adult Services, County of Contra Costa, CA
- Director of Health & Human Services, County of Humboldt, CA
- Director of Health Services, Gold Coast Health Plan, CA
- Director of Nursing, County of San Luis Obispo, CA
- Assistant Director, Health and Human Services, County of Solano, CA
- Assistant Public Health Officer (2), County of San Joaquin, CA
- Executive Director, Tri-City Mental Health Authority, CA
- Behavioral Health & Recovery Services Director, County of Stanislaus, CA
- Behavioral Health and Recovery Services Director, County of Marin, CA
- Behavioral Health Director, County of Santa Barbara, CA
- Behavioral Health Director, County of Tuolumne, CA
- Compliance Manager, County of Solano, CA
- Crisis Manager and Forensic Manager, County of Santa Barbara, CA
- Director of Nursing, County of Lake, CA
- Director of Nursing, County of Napa, CA
- Director of Social Services, County of San Luis Obispo, CA
- Director of Social Services, County of Santa Barbara, CA
- Director, Health & Human Services, County of Marin, CA
- Director, Health & Human Services, County of Napa, CA
- Director, Health & Social Services, County of Solano, CA
- Director, Health Services Agency, County of Santa Cruz, CA
- Director, Health Services Agency, County of San Luis Obispo, CA
- Director, Health Services Agency, County of Sonoma, CA
- Director of Social Services and Housing, City of Davis, CA
- Public Health Nursing Director, County of Napa, CA
- Division Director, Adult Systems of Care, County of Marin, CA
- Assistant Director of Property Operations, Oakland Housing Authority, CA
- Executive Vice President, Center Point, CA
- Housing Program Analyst or Manager, City of San Rafael, CA
- Health Services Administrator, County of Solano, CA
- Homeless Program Manager, City of San Rafael, CA
- Medical Director, Public Health Clinics, County of Santa Barbara, CA
- Mental Health Specialists (5), and a Mental Health Manager, County of Jackson, OR
- Nursing Services Manager, County of Marin, CA
- Operations Director, Behavioral Health and Recovery Services, County of Marin, CA
- Physicians (5 openings), Public Health Clinics, County of Santa Barbara, CA
- Public Health Officer, County of Humboldt, CA
- Public Health Officer, County of Lake, CA
- Public Health Officer, County of San Joaquin, CA
- Public Health Officer, County of Stanislaus, CA
- Public Health Officer, County of Tuolumne, CA

## II. BACKGROUND & QUALIFICATIONS.....

### HEALTH AND HUMAN SERVICES/HOUSING/UNHOUSED (CON'T)

- Public Health Nurse I/II and Senior, County of Lake, CA
- Public Health Nurse I/II and Senior, County of San Luis Obispo, CA
- Community Health Nurse I/II and Senior, County of Lake, CA
- Senior Deputy Director, Public Health Department, County of San Joaquin, CA
- Assistant Public Health Officer – Children's Services, County of San Joaquin, CA
- Assistant Public Health Officer – County of San Joaquin, CA
- Behavioral Health Clinical Manager & Behavioral Health Clinical Supervisor, County of Alameda, CA
- Supervising Public Health Nurse, County of Marin, CA
- Therapists (5 Positions), Family Solutions, OR

### LIBRARY

- Library Director & CEO, Sacramento Library Authority, CA
- Library Services Director, City of Long Beach, CA
- Library and Recreation Director, City of San Rafael, CA
- Assistant Library and Recreation Director, City of San Rafael, CA

### LEGAL/COUNSEL/CLERK

- Public Defender, County of Santa Cruz, CA
- Public Defender, County of Humboldt, CA
- Public Defender, County of Solano, CA
- County Counsel, County of San Bernardino, CA
- County Counsel, County of Napa, CA
- County Counsel, County of Jackson, OR
- County Counsel, County of Solano, CA
- County Counsel, County of Marin, CA
- County Counsel, County of Orange, CA
- Agency Counsel, Sacramento Area Flood Control Agency (SAFCA), CA
- City Attorney, City of Santa Maria, CA
- City Attorney, City of Vernon, CA
- Assistant City Attorney, City of Santa Maria, CA
- Assistant City Attorney, City of Roseville, CA
- Assistant City Attorney (planning and development), City of Santa Maria, CA
- Deputy County Counsel IV, County of Jackson, OR
- County Counsel I/II, III, Assistant County Counsel (five positions), County of Santa Barbara, CA
- City Clerk, City of Roseville, CA
- City Clerk, City of Livermore, CA
- City Clerk, City of Solvang, CA
- Deputy City Clerk, City of Petaluma, CA

## II. BACKGROUND & QUALIFICATIONS.....

### PLANNING & ENVIRONMENTAL/COMMUNITY DEVELOPMENT/BUILDING/TRANSIT

- Chief Building Official, City of Truckee, CA
- Chief Building Official, City of Arcata, CA
- Chief Building Official, City of Astoria, OR
- Chief Building Officer, City of San Rafael, CA
- Chief Building Official, City of Calistoga, CA
- Chief Building Official, City of Sacramento, CA
- Community Development Director, County of Lake, CA
- Community Development Director, City of Petaluma, CA
- Community Development Director, City of San Rafael, CA
- Community Development Director, City of Grants Pass, OR
- Deputy Community Development Director, County of Lake, CA
- Development Services Director, City of Redding, CA
- Director of Transportation, County of Riverside, CA
- Planning Director, City of Sacramento, CA
- Policy and Planning Director, County of Sacramento, CA
- Planning Manager, City of Grants Pass, OR
- Planning Manager, County of Solano, CA
- Planning Manager, City of Napa, CA
- Planning Manager, City of Solvang, CA
- Principal Planner, County of Lake, CA
- Principal Planner, Sacramento Area Flood Control Agency (SAFCA), CA
- Planning Director, County of Santa Barbara, CA
- Assistant Planning Director, County of Santa Barbara, CA (2005/2021)
- Senior Planner, County of Lake, CA
- Subdivision & Mapping Manager, City and County of San Francisco, CA
- Transit Manager, City of Santa Maria, CA
- Senior Transit Planner & Transit Planner I/II, City of Petaluma, CA
- Environmental Planning Manager, County of San Luis Obispo, CA
- Groundwater Sustainability Director, County of San Luis Obispo, CA
- Planner I/II/III, County of Santa Barbara, multiple departments (filled 12 positions), CA
- Planner: II/III, Sr. Planner, Principle Env. Planner, Div. Mgr, (filled 4 positions) County of SLO, CA
- Construction Manager, Valley Water, CA
- County Surveyor, County of Santa Barbara, CA
- Subdivision & Mapping Manager, City and County of San Francisco, CA

### PARKS AND RECREATION, COMMUNITY SERVICES, & ARTS

- Assistant Director, Recreation and Parks, City of Santa Maria, CA
- Assistant Parks Director, County of Santa Barbara, CA
- Community Services Director, City of Irvine, CA
- Community Services Director, City of San Rafael, CA
- Community Engagement Director, City of Davis, CA
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Parks Director, City of Ashland, CA
- Parks Director, County of Santa Barbara, CA
- Real Estate Program Manager, Sacramento Area Flood Control Agency, CA

## II. BACKGROUND & QUALIFICATIONS.....

### PUBLIC SAFETY

- Chief of Police, City of Sacramento, CA
- Deputy/Chief of Police, Oakland Housing Authority, CA
- Fire Chief, City of Hemet, CA
- Fire Chief, County of Jackson Fire District 5, OR
- Fire Chief, Boulder Creek Fire Protection District, CA
- Chief of Emergency Management, County of Santa Barbara, CA
- Deputy Fire Chief, City of Santa Maria, CA
- Deputy Fire Chief, Wildlands, County of Marin, CA
- Emergency Communications Manager, City of Astoria, OR
- Emergency Manager, City of Petaluma, CA
- Defensible Space Program Manager, City of San Rafael, CA

### OTHER:

- COO, WBCP Inc., OR
- Public Information and Communications Officer, First 5 Alameda, CA
- Director of Marketing & Communications, WBCP Inc., OR
- Government Affairs Director, North American Blueberry Council, CA
- Marketing and Communications Director, North American Blueberry Council, CA
- Director of Communications and Industry Relations, North American Blueberry Council, CA
- Director of Business Intelligence, North American Blueberry Council/USHBC, CA
- Director of Community Engagement, City of Davis
- Dir. of Policy and Planning, SASD & SRCSD (Sewer and Sanitation District), County of Sacramento, CA
- Agriculture Commissioner/Weights and Measures Director, County of Marin, CA
- VP/Business Development Director, WBCP Inc., OR
- Assistant Director, Agriculture Commissioner/Weights and Measures, County of Santa Barbara, CA
- Public Relations Specialist, Valley Water, CA
- Administrative Assistant, Legal Counsel, Valley Water, CA
- Certified Dog Trainers, Dogs for Better Lives, OR
- Social Media Coordinator, WBCP Inc., OR
- Recruiter, WBCP Inc., OR
- Division Sales Representative – Wood Products, SWEED, OR

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TO VIEW OUR CURRENT RECRUITMENTS,  
PLEASE VISIT OUR WEBSITE:

[www.wbcpinc.com](http://www.wbcpinc.com)

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**Wendi Brown, President/Owner**  
wendi@wbcpinc.com | 541-664-0376

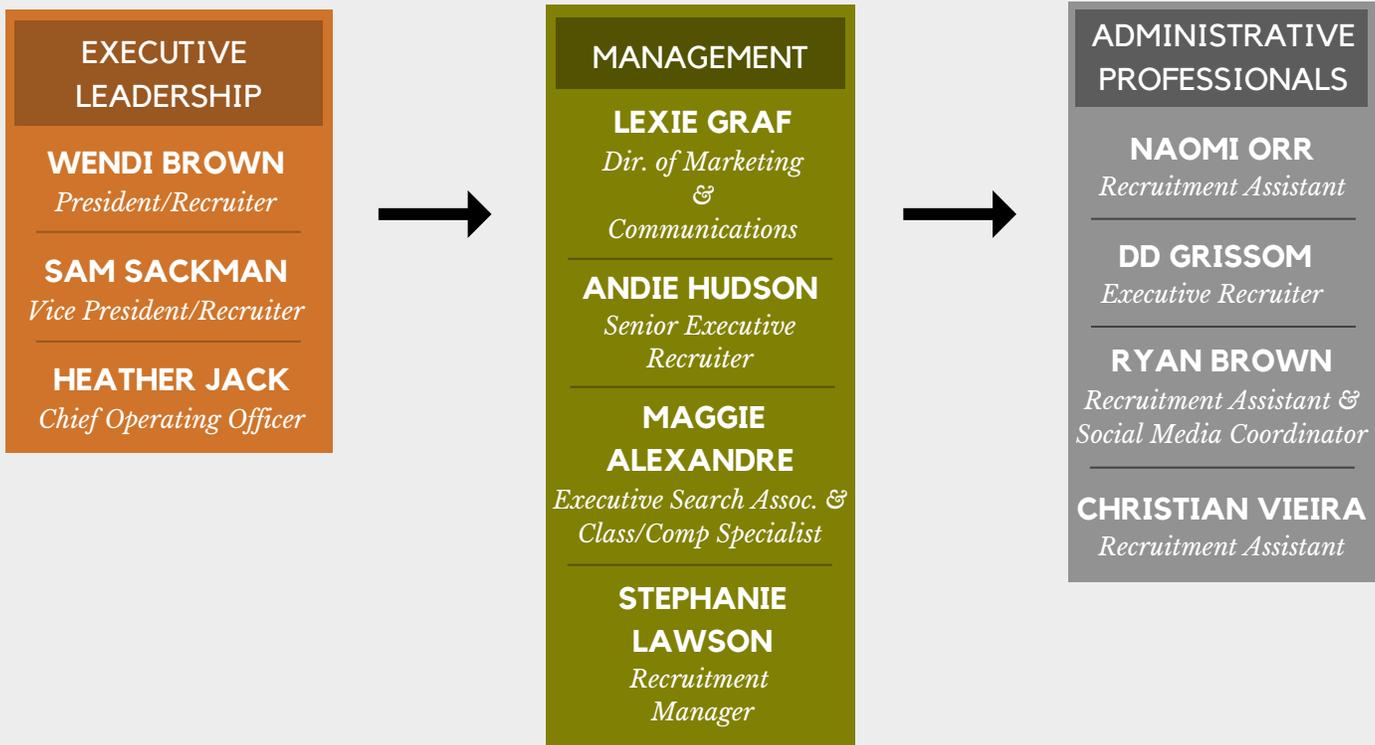
**Sam Sackman, Vice President**  
sam@wbcpinc.com | 541-630-0657



### III. GUARANTEE.....

- (1) We guarantee successful placement and will provide continued consulting services (however, client will pay for any additional direct cost expenses) until we are successful.
- (2) If a candidate selected and appointed by the Client terminates employment for any reason before the completion of the **first 12 months of service**, WBCP will provide the Client with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at no cost to the Client; however, additional expenses will be covered by the Client. *The Guarantee is valid for one recruitment/replacement only.*

### IV. ORGANIZATIONAL CHART.....



**STRATEGIC PARTNERS**

**CHRISTY WURSTER**  
*Sr. Facilitator*

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**RIVKAH SASS**  
*Retired Library Director/Sr. Facilitator*

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**SUSAN KLIEN-ROTHSCHILD**  
*H&HS Expert/Sr. Facilitator*

**STRATEGIC PARTNERS**

**BILL LANDIS**  
*Public Safety Investigator*

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**CARL CROWN**  
*HR & Organizational Development Director*

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**PATRICK DUTERTE**  
*Sr. Facilitator*

**WBCP STATISTICS**

WBCP is a 100% woman-owned business.

Staff and consultants are a diverse mix of gender/ethnicity

Age ranges from 21 - 70+

# V. KEY CONSULTANT BIOS.....

## WENDI BROWN

*Lead Consultant/Recruiter*



I am the President of WBCP, an executive search and human resources consultancy, serving clients in five states and counting. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor’s of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working towards a Master’s in Management at Southern Oregon University

## SAM SACKMAN

*Vice President/Recruiter*



Sam is WBCP’s Vice President and is part of WBCP’s executive leadership team. Sam has a wealth of business and public sector experience and brings in-depth analytical and project management skills and experience supporting executive leadership with special projects, program development, contracts and administration, and executive recruitment support. Prior to joining the WBCP team, she spent five years working at Valley Water (formerly Santa Clara Valley Water District) where she was an expert in leading complex projects and organizational change management practices supporting the CEO, Chief Officers, and various departments, such as Facilities, Contracts, Human Resources, and Government Affairs. She brings a wealth of knowledge of the inner workings of government agencies, political sensitivities, and their recruitment policies and processes. Sam has a Master’s in Anthropology with an emphasis in Program Development, and an undergraduate degree in Anthropology with an emphasis in Sociology and Behavior-driven Health from Creighton University.

# V. KEY CONSULTANT BIOS.....

## HEATHER JACK

*Chief Operating Officer*

Heather Jack is WBCP’s Chief Operating Officer and lead Project Manager. Since starting at WBCP in 2015, she has grown into an integral part of the business. Heather uses her strong organizational skills and attention to detail to support all recruitments from start to finish, coordinate timelines, oversee the team’s productivity. Meeting clients’ deadlines and major milestones is one of Heather’s top priorities, making her our go-to person for all things calendar and project management-related. Heather also assists with projects in human resources with several municipalities in Oregon and California. Other aspects of her role include supporting employee engagement, salary and benchmark studies, and business operations. During her time at WBCP, Heather has modernized processes and scaled technology systems for the company. Prior to working with WBCP, Heather worked at Hannon Library, developing organizational, research, and interpersonal skills. Heather has a Bachelor of Science degree in Anthropology and a double minor in Environmental Studies and French from Southern Oregon University.

## LEXIE GRAF

*Director of Marketing & Communications*

Lexie Graf is WBCP’s Director of Marketing & Communications. As a marketing professional, she has been primarily focusing on copywriting, content creation, and brand strategy in her career. Lexie has a knack for understanding each clients’ unique needs, allowing her to adapt her writing voice and branding as needed. Along with developing and overseeing the creation of social media, marketing materials, and advertising plans for WBCP, Lexie collaborates with the recruitment team in meeting clients’ needs and deadlines. Before working at WBCP, Lexie wrote for Indeed and the University of Wisconsin Colleges, helping her develop a deep understanding of career development, recruitment, and public sector careers. Throughout her marketing career, Lexie has produced a wide variety of campaigns and deliverables, such as blogs, digital and print ads, website content, brochures, social media posts, eBooks, and magazines. Notable projects throughout her career include developing content for two websites and collaborating on an email marketing campaign that won an American Advertising Award in multiple categories. Lexie has a Bachelor’s in Communications with certificates in Digital Studies and Environmental Studies from the University of Wisconsin – Madison.

## STEPHANIE LAWSON

*Recruitment Coordinator*

Stephanie started working for WBCP in 2019. She acts as support for all facets of the recruitment process, as well as any other tasks to assist the WBCP team. Stephanie has a Bachelor’s of Science degree in Business Administration with a focus in Hospitality from Southern Oregon University.

## MAGGIE ALEXANDRE

*Executive Search Assoc. & Class/Comp Specialist*

Maggie Alexandre is a Human Resources professional with over 30 years of experience, and is WBCP’s key consultant performing all classification and compensation studies. Prior to working at WBCP, Maggie was a Human Resources Director in the San Francisco Financial District and led an 80 person team of human resource professionals. She has been working as an Executive Search Associate and Classification and Compensation Specialist for WBCP since 2018. Maggie studied Anthropology at California State University, Long Beach, and received her Human Resources Management Certificate from California State University, San Francisco.

# V. KEY CONSULTANT BIOS.....

## **CARL CROWN**

*Facilitator & Senior Consultant as needed*

Carl Crown has over 35 years of experience in Human Resources and Training. Carl is the former Director of Human Resources (retired) for the County of Orange, California. Carl started his county career in Human Resources as a Senior Project Manager working on various initiatives including Agency and Department reorganizations, comprehensive classification and compensation reviews, job redesign efforts and decentralization of Human Resources functions. Carl was then recruited by the County of Orange CIO to be the manager of the newly formed Client Services Division, where Carl oversaw application development and support and business development. Shortly thereafter, Carl became the Interim Chief Technology Officer responsible for day-to-day operations of the Orange County Data Center and delivery of all Wide Area Network services across the County. Attesting to his leadership abilities and flexibility, he was asked by the CEO to serve as the Human Resources Director for the County, where he supported 25 decentralized departments in all human resource capacities. Carl had many accomplishments as the Human Resources Director at the County, one of which was redesigning and implementing the County’s new selection rules, which is a comprehensive approach to marketing open positions, streamlining the selection process, recruiter assessment, and overall improvement in the efficiencies and effectiveness of recruiting throughout the County. Carl came to the County after a 28 year career in the U.S. Coast Guard where he served as: Regional Director of Human Resources, Assistant Director of the Coast Guard Leadership and Management School, Director of Training Development for the USCG Reserve and Commanding Officer of Coast Guard bases in Hawaii and Southern California. Carl holds a Masters in Administration in Organizational and Human Resource Development and Bachelors of Administration in Biology from the University of Florida; and has completed training from the George Washington University in Washington D.C.

## **CHIEF**

## **WILLIAM O. LANDIS**

*Public Safety / Investigator / Support Consultant as needed*

Bill Landis may conduct the background and reference checks for this recruitment. Chief Landis specializes in public safety searches including police, EMS, medical examiner, and fire leadership positions. With over 30 years of law enforcement experience, he has served in multiple roles including School Resource Officer, Bike Team Member, Detective, Corporal, Patrol Sergeant, Detective Sergeant, SAFE (SWAT) Team Member, Commander, CINT Team Member, Operations Lieutenant, Deputy Chief and Police Chief. He holds a Master’s degree in Justice Administration and Crime Management from Bellevue University, a Bachelor’s degree in Fire Service Administration from Eastern Oregon University, and an Associate’s degree in Criminal Justice from Rogue Valley Community College. Chief Landis was certified as a Firefighter I, Deputy Medical Examiner and Executive from DPSST (highest police certification in Oregon). He is an active member of the International Association of Police (IACP), Oregon Association of Chiefs of Police (OACP), and serves as adjunct criminology professor at Rogue Community College.

## VI. RECRUITMENT STRATEGY / PHASES.....

**WBCP knows how to customize your search strategy to meet your unique recruitment needs.** We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

### CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, and other stakeholders identified by the Client, be involved in the initial and final phases of this recruitment. These are critical phases to ensure we obtain a clear sense of the priorities and the successful hire of the right candidate. WBCP will meet with various stakeholders as warranted by the Client and the level of the position in the organization. These meetings will allow us an opportunity to gather information and gain knowledge about the organization, community, and unique aspects of the recruitment to design the ideal candidate professional profile, advertising materials, and strategic approach



### FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

### CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client’s review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

### MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:



**ONLINE ADVERTISING** – Including local and national job boards, associations, social media, and other industry-related job postings targeting ideal candidates; job boards that reach a desired geographic area and reach a diverse ethnicity.

**E-DIRECT MAIL ADVERTISING** – including WBCP’s current database of potential applicants, we have access to other professional lists and will source more lists through associations, contacts, etc.

**SOURCING/HEAD HUNTING** – WBCP will contact individuals targeted and generate new contacts through referrals made by respected sources.

WBCP is a LinkedIn recruiter and we have access to over 350 million profiles via LinkedIn to assist us in targeting ideal candidates.

### COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client’s needs.

# VI. RECRUITMENT STRATEGY / PHASES.....

## **RESUME ASSESSMENT**

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

## **SCREENING INTERVIEWS / REPORT TO CLIENT**

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.



## **COMMUNICATION WITH CANDIDATES**

WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

## **SELECTION PROCESS**

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

## **COMMUNICATION WITH CLIENT**

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.



## **NEGOTIATIONS**

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

**PLEASE NOTE:** Due to COVID-19 Guidelines, WBCP, Inc. is committed to providing services listed herein, typically these services are executed in-person, however, we will facilitate all services virtually as needed and have successfully managed many virtual and hybrid interviews (partial in-person/part virtual) since March 2020 for our clients.

## VII. SCOPE OF WORK.....

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.



## VIII. RECRUITMENT TIMELINE.....

*BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT*

### **Week 1:**

- Secure services with search firm, WBCP, Inc.
- WBCP: review search parameters and recruiting processes with Client
  - Interview with hiring authority and other stakeholders for competencies
  - Identification of advertising venues and ideal candidate prospects
  - Calls, meetings, or coordination with other stakeholders for information gathering

### **Weeks 1 + 2:**

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

### **Weeks 2 + 3:**

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

### **Weeks 4, 5, + 6:**

- Receive applications –Collect and source applicants will continue until recruitment closes

### **Weeks 7 + 8:**

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

### **Weeks 9 + 10:**

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

### **Weeks 10 + 11:**

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
  - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
  - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
  - As needed schedule staff and/or community discussions/meetings

### **Week 12:**

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

### **NEGOTIATIONS / HIRE:**

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

# IX. REFERENCES.....

## 1. Tri-City Mental Health Authority

- Jesse Duff - Interim Executive Director | (909) 242-7619 | [jduff@tricitymhs.org](mailto:jduff@tricitymhs.org)
- Jed Leano - TCMHA Board Chair/ City of Claremont Mayor | (909) 660-9019 | [jleano@ci.claremont.ca.us](mailto:jleano@ci.claremont.ca.us)
- Robin Carder - TCMHA Governing Board Vice-Chair/ City of LaVerne Councilmember | (909) 208-6602 | [robincarder3@gmail.com](mailto:robincarder3@gmail.com)

## 2. County of Santa Barbara

- Terri Maus-Nisich - Assistant County Executive Officer | (895) 568-3400 | [tmaus@countyofsb.org](mailto:tmaus@countyofsb.org)
- Daniel Nielson - Social Services Director | (805) 708-1466 | [d.nielson@sbsocialserv.org](mailto:d.nielson@sbsocialserv.org)

## 3. County of San Luis Obispo

- Tami Douglas-Schatz - HR Director | (805) 781-5959 | [hr@co.slo.ca.us](mailto:hr@co.slo.ca.us)

## 4. NABC/USHBC

- Kasey Cronquist - President | (916) 983-0111 | [kcronquist@blueberry.org](mailto:kcronquist@blueberry.org)

**Wendi Brown, President/Owner**  
 wendi@wbcpinc.com | 541-664-0376



**Sam Sackman, Vice President**  
 sam@wbcpinc.com | 541-630-0657



## X. COST PROPOSAL.....

*WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning, middle (short list selection) and end of the recruitment process.*

### SERVICE COST PER RECRUITMENT

#### General Manager

Description of Services/Deliverables:	Inclusive rate per recruitment:
<b>Consulting Services</b> , Phases I – IV in the proposal’s scope of work and includes travel to client location (up to two trips)	\$24,900 (not to exceed)
<b>Expenses:</b> includes travel to client location, or document shipping fees/delivery charges to facilitate virtual meetings, advertising (may include print and postage), brochure design (flat fee of \$950.00 for graphic design), panel packet content, delivery charges, fees for background and reference checks, may include fee for one additional consultant to travel (and related expenses) and facilitate an additional panel for one day	\$7,900 (not to exceed)

#### ADDITIONAL BACKGROUND SERVICES AVAILABLE – these services can be added to the package if desired

**Onsite Investigative Background Services:** In addition to the background reports, education verification, credit report, and reference checks, which are included in the expenses above, WBCP also offers onsite investigative background services. If the client wishes to conduct a background check that includes an onsite visit by a trained private investigator and former Police Chief (similar to a police background check) please contact our office for an estimate for these services.

## XI. SAMPLE MATERIALS.....

Click on the links below to see our marketing samples for several positions. To see all of our brochures, visit [www.wbcpinc.com/job-board](http://www.wbcpinc.com/job-board)

[Executive Director - City of Sacramento Water Forum](#)

[Health Services Agency Director - County of Santa Cruz](#)

[Health Agency Director - County of San Luis Obispo](#)

## XII. OTHER.....

### INSURANCE

WBCP and its sub-consultants have reviewed the contractual agreement and the Insurance Requirements. If selected, WBCP will execute said agreement and will provide the required insurance documents. WBCP will submit certificates of insurance as evidence of the required coverage limits. Insurance policies include: liability, errors and omissions, workers compensation, and vehicle insurance.

### CONFIDENTIALITY SAFEGUARDS

Confidentiality is paramount in the work we do. We ensure that the client and candidate information we receive, and conversations with our client (and certainly discussions in closed session) are kept confidential. There are several physical safeguards we have in place including: locked and alarmed office space, password, and encryption protected information on our computers and servers, multiple backup systems.

As information is shared with our client, we discuss the importance of confidentiality and why it is important to the candidates they are considering but also brands the organization appropriately. We also ask candidates who are interviewed to keep candidate information confidential, as they may see or meet a candidate during the process. We emphasize that confidentiality is not just until the recruitment is completed, and a candidate is hired, confidentiality is in perpetuity. Leaked information is not a reputation that a client wants to receive, as this could deter future applicants from applying.

### ORGANIZATIONAL DIVERSITY STATEMENT

WBCP embraces cross-cultural diversity and we are committed to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all consulting practices, including search services. We strive to reach diverse groups of people to inform them of leadership opportunities. **Upon our 2021 year-end review, we found that over the last three years, 62% of our applicants and 56% of candidates placed in leadership positions with our clients came from diverse backgrounds.** We will make extensive efforts to attract a qualified applicant pool that represents a broad range of gender and ethnically diverse individuals.



\_\_\_\_\_  
Wendi Brown, President

\_\_\_\_\_  
May 27, 2022

\_\_\_\_\_  
Date

\_\_\_\_\_  
Client, Title

\_\_\_\_\_  
Date

Contract No. \_\_\_\_\_

**INDEPENDENT CONTRACTOR AGREEMENT**  
**(STANDARD)**

This Contract, which is effective on the date it is fully executed, is between the SANTA CRUZ COUNTY ANIMAL SERVICES, hereinafter called SCCAS, and WBCP, Inc., hereinafter called CONTRACTOR. The parties agree as follows:

1. **DUTIES.** CONTRACTOR agrees to exercise special skill to accomplish the following results: provision of General Manager recruitment services, per attached Scope of Work Exhibit A.

2. **COMPENSATION.** In consideration for CONTRACTOR accomplishing said result, SCCAS agrees to pay CONTRACTOR as follows: Payment not to exceed \$32,800 processed as payment in full after receipt of invoice and approval of the SCCAS General Manager or designee.

3. **TERM.** The term of this Contract shall be: date of execution through December 31, 2023. If this Contract is placed on the SCCAS's Continuing Agreements List before the Contract term expires, the parties agree to extend the terms and conditions of the Contract as set forth herein, and as reflected in any executed amendment hereto, until the Contract is thereafter terminated.

4. **EARLY TERMINATION.** Either party hereto may terminate this Contract at any time by giving thirty (30) days' written notice to the other party.

5. **INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS.**  
To the fullest extent permitted by applicable law, CONTRACTOR shall exonerate, indemnify, defend, and hold harmless SCCAS (which for the purpose of paragraphs 5 and 6 shall include, without limitation, its officers, agents, employees and volunteers) from and against:

A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which SCCAS may sustain or incur or which may be imposed upon it as a result of, arising out of, or in any manner connected with the CONTRACTOR'S performance under the terms of this Contract, excepting any liability arising out of the sole negligence of the SCCAS. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons.

B. Any and all Federal, State, and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTOR'S officers, employees and agents engaged in the performance of this Contract (including, without limitation, unemployment insurance, social security and payroll tax withholding).

6. **INSURANCE.** CONTRACTOR, at its sole cost and expense, for the full term of this Contract (and any extensions thereof), shall obtain and maintain, at minimum, compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects SCCAS and any insurance or self-insurance maintained by SCCAS shall be considered in excess of CONTRACTOR'S insurance coverage and shall not contribute to it. If CONTRACTOR normally carries insurance in an amount greater than the minimum amount required by the SCCAS for this Contract, that greater amount shall become the minimum required amount of insurance for purposes of this Contract. Therefore, CONTRACTOR hereby acknowledges and agrees that any and all insurances carried by it shall

be deemed liability coverage for any and all actions it performs in connection with this Contract. Insurance is to be obtained from insurers reasonably acceptable to the SCCAS.

If CONTRACTOR utilizes one or more subcontractors in the performance of this Contract, CONTRACTOR shall obtain and maintain Contractor's Protective Liability insurance as to each subcontractor or otherwise provide evidence of insurance coverage from each subcontractor equivalent to that required of CONTRACTOR in this Contract, unless CONTRACTOR and SCCAS both initial here \_\_\_\_ / \_\_\_\_.

**A. Types of Insurance and Minimum Limits**

(1) Workers' Compensation Insurance in the minimum statutorily required coverage amounts. This insurance coverage shall be required unless the CONTRACTOR has no employees and certifies to this fact by initialing here \_\_\_\_\_.

(2) Automobile Liability Insurance for each of CONTRACTOR'S vehicles used in the performance of this Contract, including owned, non-owned (e.g. owned by CONTRACTOR'S employees), leased or hired vehicles, in the minimum amount of \$500,000 combined single limit per occurrence for bodily injury and property damage. This insurance coverage is required unless the CONTRACTOR does not drive a vehicle in conjunction with any part of the performance of this Contract and CONTRACTOR and SCCAS both certify to this fact by initialing here \_\_\_\_ / \_\_\_\_.

(3) Comprehensive or Commercial General Liability Insurance coverage at least as broad as the most recent ISO Form CG 00 01 with a minimum limit of \$1,000,000 per occurrence, and \$2,000,000 in the aggregate, including coverage for: (a) products and completed operations, (b) bodily and personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.

(4) Professional Liability Insurance in the minimum amount of \$\_\_\_\_\_ combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and SCCAS \_\_\_\_ / \_\_\_\_.

**B. Other Insurance Provisions**

(1) If any insurance coverage required in this Contract is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees that the retroactive date thereof shall be no later than the date first written above (in the first paragraph on page 1), and that it shall maintain the required coverage for a period of three (3) years after the expiration of this Contract (hereinafter "post Contract coverage") and any extensions thereof. CONTRACTOR may maintain the required post Contract coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post Contract coverage being both available and reasonably affordable in relation to the coverage provided during the term of this Contract. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Contract in order to purchase prior acts or tail coverage for post Contract coverage shall be deemed to be reasonable.

(2) All policies of Comprehensive or Commercial General Liability Insurance shall be endorsed to cover the SCCAS, its officials, employees, agents and volunteers as additional insureds with respect to liability arising out of the work or operations and activities performed by or on behalf of CONTRACTOR, including materials, parts or equipment furnished in connection with such work or operations. Endorsements shall be at least as broad as ISO Form CG 20 10 11 85, or both CG 20 10 10 01 and CG 20 37 10 01, covering both ongoing operations and products and completed operations.

(3) All required policies shall be endorsed to contain the following clause:  
“This insurance shall not be canceled until after thirty (30) days’ prior written notice (10 days for nonpayment of premium) has been given to:

**Santa Cruz County Animal Services  
Attn: Joe Phares  
1001 Rodriguez Street  
Santa Cruz, CA 95062**

Should CONTRACTOR fail to obtain such an endorsement to any policy required hereunder, CONTRACTOR shall be responsible to provide at least thirty (30) days’ notice (10 days for nonpayment of premium) of cancellation of such policy to the SCCAS as a material term of this Contract.

(4) CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide SCCAS on or before the effective date of this Contract with Certificates of Insurance and endorsements for all required coverages. However, failure to obtain the required documents prior to the work beginning shall not waive the CONTRACTOR’s obligation to provide them. All Certificates of Insurance and endorsements shall be delivered or sent to:

**Santa Cruz County Animal Services  
Attn: Joe Phares  
1001 Rodriguez Street  
Santa Cruz, CA 95062**

(5) CONTRACTOR hereby grants to SCCAS a waiver of any right of subrogation which any insurer of said CONTRACTOR may acquire against the SCCAS by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the SCCAS has received a waiver of subrogation endorsement from the insurer.

7. **EQUAL EMPLOYMENT OPPORTUNITY.** During and in relation to the performance of this Contract, CONTRACTOR agrees as follows:

A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, creed, religion, national origin, ancestry, physical or mental disability, medical condition (including cancer-related and genetic characteristics), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

B. If this Contract provides compensation in excess of \$50,000 to CONTRACTOR and if CONTRACTOR employs fifteen (15) or more employees, the following requirements shall apply:

(1) The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, creed, religion, national origin, ancestry, physical or mental disability, medical condition (including cancer-related and genetic characteristics), marital status, sexual

orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment; advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. In addition, the CONTRACTOR shall make a good faith effort to consider Minority/Women/Disabled Owned Business Enterprises in CONTRACTOR'S solicitation of goods and services. Definitions for Minority/Women/Disabled Owned Business Enterprises are available from the COUNTY General Services Purchasing Division.

(2) In the event of the CONTRACTOR'S non-compliance with the non-discrimination clauses of this Contract or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further contracts with the SCCAS.

(3) The CONTRACTOR shall cause the foregoing provisions of subparagraphs 7B(1) and 7B(2) to be inserted in all subcontracts for any work covered under this Contract by a subcontractor compensated more than \$50,000 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

**8. INDEPENDENT CONTRACTOR STATUS.** CONTRACTOR and SCCAS have reviewed and considered the principal test and secondary factors below and agree that CONTRACTOR is an independent contractor and not an employee of SCCAS. CONTRACTOR is responsible for all insurance (workers' compensation, unemployment, etc.) and all payroll related taxes. CONTRACTOR is not entitled to any employee benefits. SCCAS agrees that CONTRACTOR shall have the right to control the manner and means of accomplishing the result contracted for herein.

**PRINCIPAL TEST:** The CONTRACTOR rather than SCCAS has the right to control the manner and means of accomplishing the result contracted for.

**SECONDARY FACTORS:** (a) The extent of control which, by agreement, SCCAS may exercise over the details of the work is slight rather than substantial; (b) CONTRACTOR is engaged in a distinct occupation or business; (c) In the locality, the work to be done by CONTRACTOR is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in the particular occupation is substantial rather than slight; (e) The CONTRACTOR rather than the SCCAS supplies the instrumentalities, tools and work place; (f) The length of time for which CONTRACTOR is engaged is of limited duration rather than indefinite; (g) The method of payment of CONTRACTOR is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project, rather than part of the regular business of SCCAS; (i) CONTRACTOR and SCCAS believe they are creating an independent contractor relationship rather than an employer-employee relationship; and (j) The SCCAS conducts public business.

It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall there are significant secondary factors that indicate that CONTRACTOR is an independent contractor.

By their signatures on this Contract, each of the undersigned certifies that it is his or her considered judgment that the CONTRACTOR engaged under this Contract is in fact an independent contractor.

**9. NONASSIGNMENT.** CONTRACTOR shall not assign the Contract without the prior written consent of the SCCAS.

**10. ACKNOWLEDGMENT.** CONTRACTOR shall acknowledge in all reports and literature that the SCCAS has provided funding to the CONTRACTOR.

**11. RETENTION AND AUDIT OF RECORDS.** CONTRACTOR shall retain records pertinent to this Contract for a period of not less than five (5) years after final payment under this Contract or until a final audit report is accepted by SCCAS, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Santa Cruz County Auditor-Controller-Treasurer-Tax Collector, the Auditor General of the State of California, or the designee of either for a period of five (5) years after final payment under this Contract.

**12. PRESENTATION OF CLAIMS.** Presentation and processing of any or all claims arising out of or related to this Contract shall be made in accordance with the provisions contained in Chapter 1.05 of the Santa Cruz County Code, which by this reference is incorporated herein.

**13. ATTACHMENTS.** Should a conflict arise between the language in the body of this Contract and any attachment to this Contract, the language in the body of this Contract controls. This Contract includes the following attachments:

- Exhibit A – Scope of Services
- Exhibit B - Budget

**14. LIVING WAGE.** This Contract is covered under Living Wage provisions if this section is initialed by COUNTY \_\_\_\_\_.

If Item # 14 above is initialed by SCCAS, then this Contract is subject to the provisions of Santa Cruz County Code Chapter 2.122, which requires payment of a living wage to covered employees. Non-compliance during the term of the Contract with these Living Wage provisions will be considered a material breach, and may result in termination of the Contract and/or pursuit of other legal or administrative remedies.

CONTRACTOR agrees to comply with Santa Cruz County Code section 2.122.140, if applicable.

**15. NON-BINDING UNTIL APPROVED.** Regardless of whether this Contract has been signed by all parties, if the total compensation identified in Paragraph 2 of this Contract is greater than \$10,000, this Contract is not binding on any party until the Contract has been approved by the SCCAS Board of Directors.

**16. MISCELLANEOUS.** This written Contract, along with any attachments, is the full and complete integration of the parties' agreement forming the basis for this Contract. The parties agree that this written Contract supersedes any previous written or oral agreements between the parties, and any modifications to this Contract must be made in a written document signed by all parties. The unenforceability, invalidity or illegality of any provision(s) of this Contract shall not render the other provisions unenforceable, invalid or illegal. Waiver by any party of any portion of this Contract shall not constitute a waiver of any other portion thereof. Any arbitration, mediation, or litigation arising out of this Contract shall occur only in the County of Santa Cruz, notwithstanding the fact that one of the contracting parties may reside outside of the County of Santa Cruz. This Contract shall be governed by, and interpreted in accordance with, California law.

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SIGNATURE PAGE

Contract No. \_\_\_\_\_

**INDEPENDENT CONTRACTOR AGREEMENT**  
**(STANDARD)**

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

2.

4. **Santa Cruz County Animal Services**

By: \_\_\_\_\_  
SIGNED

By: \_\_\_\_\_  
SIGNED

Wendy Brown  
PRINTED

Melanie Sobel  
PRINTED

Company Name:  
WBCP, Inc.

Address:  
360 Riverside Ave, PO Box 909, Gold Hill, OR 97525

Telephone:  
866-929-9227

Email:  
wendi@wbcpinc.com

3. **APPROVED AS TO INSURANCE:**

1. **APPROVED AS TO FORM:**

\_\_\_\_\_  
Risk Management

\_\_\_\_\_  
SCCAS Counsel

DISTRIBUTION:

- SCCAS
- Auditor-Controller-Treasurer-Tax Collector
- Risk Management
- WBCP, Inc.

**Santa Cruz County Animal Services (SCCAS)  
Recruitment Services Agreement with  
WBCP, Inc. (WBCP)  
Scope of Work**

**Purpose:**

Contractor will develop and implement a customized General Manager candidate recruitment process to locate and fill the Santa Cruz County Animal Services Authority General Manager position as follows:

**Recruitment Strategy:**

Contractor will develop a recruitment strategy based on SCCAS' specific needs, target audience, and challenges for General Manager recruitment. The strategy may include the following elements, as necessary for a successful recruitment:

- SCCAS and stakeholder meetings
- Timeline development
- Advertising material/recruitment brochure development
- Marketing strategy and implementation to include
  - Online advertising
  - E-direct mail advertising
  - Direct contact sourcing/headhunting
- Weekly communication and updates with SCCAS
- Resume assessment
- Screening interviews
- Candidate communications
- Tailored selection process
- Facilitation of background and reference checks
- Candidate negotiations

**Scope of Work:**

Contractor shall:

- Facilitate initial kick-off meeting with SCCAS and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist SCCAS hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the SCCAS.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the SCCAS regarding search services; every two weeks or as SCCAS identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with SCCAS.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the SCCAS/WBCP shortlist meeting.

**Santa Cruz County Animal Services (SCCAS)  
Recruitment Services Agreement with  
WBCP, Inc. (WBCP)  
Scope of Work**

- Facilitate shortlist meeting with SCCAS – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial SCCAS interviews have been conducted. Background checks will typically include the following:
  - criminal (local, state, and federal), education, credit, social security. References will be conducted based on a
- 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by SCCAS.

**Guarantee:**

Contractor guarantees for one recruitment/replacement only

- A successful placement and will provide continued consulting services (SCCAS will pay for any additional direct cost expenses) until a successful recruitment is completed.
- If a candidate selected and appointed by SCCAS terminates employment for any reason before the completion of the first 12 months of service, WBCP will provide SCCAS with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at no cost to SCCAS; however, additional expenses will be covered by the SCCAS.

**Santa Cruz County Animal Services (SCCAS)  
Recruitment Services Agreement with  
WBCP, Inc. (WBCP)  
Budget**

<b>Description of Services/Deliverables</b>	<b>Inclusive Rate per Recruitment</b>
Consulting Services	\$24,900
Expenses  – includes travel to client location, document shipping fees, delivery charges to facilitate virtual meetings, advertising, printing, postage, brochure design, panel packet content, delivery charges, background and reference checks.	\$7,900
<b>Not to Exceed Total</b>	<b>\$32,800</b>