



**SANTA CRUZ COUNTY ANIMAL SHELTER**  
1001 RODRIGUEZ STREET, SANTA CRUZ, CA 95062  
580 AIRPORT BOULEVARD, WATSONVILLE, CA 95076  
PHONE: (831) 454-7200 FAX: (831) 454-7210

## **SANTA CRUZ COUNTY ANIMAL SERVICES JOINT POWERS AUTHORITY AGENDA**

### **Meeting Location:**

**Santa Cruz County Community Room (Basement Level)**

**701 Ocean Street, Santa Cruz, CA 95060**

**Monday, December 8, 2025 – 11:00AM**

### **INTRODUCTORY ITEMS**

1. CALL TO ORDER AND ROLL CALL

Chair Chief Sarah Ryan, Vice Chair Nicole Coburn, Secretary Nathalie Manning, Emily Chung, Captain Donny Thul, Michelle Templeton, Captain Scott Garner, Chief Deputy Dan Freitas, Deputy Chief Jose Garcia

2. INTRODUCTIONS

3. CONSIDERATION OF LATE ADDITIONS OR CHANGES TO THE AGENDA

4. 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.

### **CONSENT AGENDA**

5. Approve minutes of the October 20, 2025 regular Board meeting

6. Accept Management Reports for October and November 2025

7. Accept and file statistics for October and November 2025

8. Accept and approve financial reports for October and November 2025

9. Accept gifts totaling \$ 45,615.77 from the Santa Cruz County Animal Shelter Foundation

10. Authorize allocation of trust funds for copier replacement at Watsonville Shelter

11. Accept and approve the Board of Directors Meeting Schedule for 2026

### **REGULAR AGENDA**

12. General Manager Oral Report

13. Authorize staff to enter contract with Strategic Planning consultant

14. Accept and file Capacity for Care report and direct staff

### **CORRESPONDENCE**

Item 1

### **ADJOURNMENT**

#### **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 Amber Rowland at 831-454-7203 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**

TO Santa Cruz County Animal Shelter Joint Powers Authority Board  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Approve Minutes of October 20, 2025 Board Meeting

### Recommendation:

Approve the summary minutes from the Santa Cruz County Animal Shelter Joint Powers Authority Board Meeting held October 20, 2025.



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SANTA CRUZ COUNTY ANIMAL SERVICES  
 JOINT POWERS AUTHORITY MEETING  
**SUMMARY MINUTES**

Meeting Location:  
 Santa Cruz County Community Room  
 701 Ocean Street, Basement Floor, Santa Cruz, CA 95060  
 Monday, October 20, 2025 – 11:00AM

Audio Link: <https://www.scanimalshelter.org/board-of-director-meetings/>

VOTING KEY: Co=Coburn, Ch=Chung, F=Freitas, G=Garcia, M=Manning,  
 T=Templeton, Ry=Ryan, Th=Thul, W=Walpole, Mo=Moreno  
 Abbreviations: Board Member (BM), General Manager (GM), Field Services Manager (FSM)

**INTRODUCTORY ITEMS**

- CALL TO ORDER AND ROLL CALL:** Captain Leo Moreno called the meeting to order at 11:11am.

*Chair Ryan	Absent
Vice-Chair Coburn	Present
Frietas	Present
Thul	Present
*Moreno	Present
Garcia	Present

Manning	Present
Templeton	Late Arrival
Chung	Present
Walpole	Retired
*Rutherford	Absent
*Garner	Present

\*Captain Leo Moreno Proxy for Chair Ryan; Captain Scott Garner proxy for member Rutherford

- INTRODUCTIONS**  
 GM Rowland welcomed Captain Moreno as the substitute for Chair Ryan. Captain Scott Garner was welcomed on behalf of the recently vacant seat for the City of Scotts Valley. Rowland congratulated Coburn on her promotion to CEO.
- CONSIDERATION OF LATE ADDITIONS OR CHANGES TO THE AGENDA**  
 Additions included the following: A corrected amount for gifts from the Santa Cruz County Animal Shelter Foundation; a report for August and September 2025 from the Shelter’s Clinic; slides to accompany the General Managers’ oral report.

4. **ORAL COMMUNICATIONS**  
No one from the public addressed the Board.

**CONSENT AGENDA**

- 5. Approve minutes of the August 11, 2025, SCCAS JPA Board meeting
- 6. Accept reports of the General Manager and Management Team for August and September 2025
- 7. Accept and file statistics for August and September 2025
- 8. Accept and approve financial reports for August and September 2025
- 9. Accept and approve quarterly report for all claims under \$20,000
- 10. Accept and approve journal entry payments with the County of Santa Cruz
- 11. Accept gifts totaling \$11,984 from the Santa Cruz County Animal Shelter Foundation
- 12. Authorize allocation of trust funds for furnace replacement at Watsonville

**Result:** Approved Unanimously  
**Public Comment:** None  
**Board Comment:** None  
**Moved:** Coburn  
**Second:** Frietas  
**Ayes:** Moreno, Co, Garner, T, Th, F, Ch, G

**REGULAR AGENDA**

- 13. General Manager Oral Report

**Result:** Presentation by GM Rowland  
**Public Comment:** None  
**Board Comment:** Please refer to the October 20, 2025, JPA Board Meeting Audio for Board Comments beginning at the 00:04:01 minute mark through 0:23:39.

**CORRESPONDENCE:** None. **ADJOURNMENT:**

Meeting Adjourned at 11:35 a.m.

ATTEST: \_\_\_\_\_  
CHAIR RYAN

\_\_\_\_\_  
CLERK BAYLY

## Consent Agenda Item 6

TO: Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Management Reports for October and November 2025

These reports are provided as a synopsis of the programs and services provided through the dedication and commitment of Santa Cruz County Animal Shelter (SCCAS) staff and volunteers.

### Recommendation:

Accept and file the reports of the General Manager and management team for the months of October and November 2025.

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### General Manager's Report

October and November 2025

Amber Rowland, General Manager

### Statistics:

- As is generally expected as we head into winter, intake of live, non-wild animals decreased to 863, 267 less than last period and 41 less than last year.
- We adopted out exactly the same number of cats as last period (307), but 27 more dogs (142), and 6 more rabbits, and our adoption rate continued its upward trend to a remarkable 54% of total outcomes. We held two adoption specials in October.
- Returns to owner were down a bit compared to last period, and transfers were down quite a bit from 242 (23% of outcomes) last period to 139 (15.6% of outcomes) this period.
- Just 10.4% of our outcomes were humanely euthanized for medical or behavioral reasons.

### Staff:

- We conducted two all-staff meetings in October and November – the 2<sup>nd</sup> was a workshop session with a Veterinary Social Worker to help with workplace stresses and effective communication in animal shelters.
- New staff: Leslie Haddad is off to a strong start as our new Volunteer Coordinator. Though we lost one of the new EH Animal Care Workers who'd planned to start last period, another, Jennifer Juniper, will onboard in coming weeks.
- We have been unable to recruit a new full-time permanent RVT, so are considering options to fill that vacancy.
- We remain short one Animal Control Officer and have been awaiting authorization from HR to post & hire a Substitute for the officer who's been on medical leave.
- We're losing Animal Health Specialist Mikaela Heywood in January so we've submitted a request to hire for that.
- We received 67 qualified applicants for our Client Services full-time substitute and extra help positions and staff is finishing interviews this week.
- Client Services has been "down" two positions, which is the reason we had to close Watsonville for two additional days each week through most of this period. We anticipate getting back to the regular Watsonville schedule starting December 17.

### Operations & Facilities:

- As Dr. Brenn-White reports, staff handled 2 separate parvovirus incidents, one that required we close our dog adoption wing for 2 days. I want to commend the Clinic and Care staff, especially, for their incredible work containing what could have been disastrous situations.
- The Annex building had significant additional roof leakage on November 3-4. We had the roof tarped immediately after AB Clinic because heavy rains were expected the following week.
- To prevent further degradation or damage to the Annex, we're obtaining bids for both a new roof or a re-sealing of the existing roof. Staff will evaluate options and seek authorization for an expenditure (likely \$20,000 - \$28,000) from Trust funding for that project at the February meeting. We are also having the house checked and treated for termites.
- We completed required actions from our voluntary Cal OSHA audit of both shelter facilities.
- At the Watsonville shelter we need to replace the counter, sink and faucet in the dish/ food prep room.

### **Planning:**

- We reviewed Letters of Interest and selected a strategic planning consultant with assistance and support from the Board's Technical Advisory Subcommittee. We've already had a kick-off meeting and our first weekly meeting with Sarah Cohen of Big Questions Collaborative, based in Carmel, and request the Board's approval at this meeting to finalize our contract with her. Assuming contract approval, introductory emails will go out mid-month to staff, the Board, and a group of stakeholders we identify for individual or small-group remote interviews with Sarah, and we're planning an in-person stakeholder workshop in early February. Board is asked to reach out to GM Rowland with any recommendations for key stakeholders to try to include in the process.

### **Fundraising/ Community:**

- The most remarkable news is that on Oct 31, we received official notice that back in 2006, an incredibly generous Ruth P. Staff included us in her trust. Last month we received official notification that SCCAS will be the recipient of \$1,843,750. We're unsure of the date(s) payout will occur but are discussing the most impactful ways to put this amazing gift to use for the benefit of the community: from fleet to deferred facility improvements or repairs, to community outreach and the agenda items regarding temporary, trust-funded staff to meet needs identified in my Capacity for Care research and report.
- Shelter Manager Rudy and outreach volunteers conducted two more large Healthy Pets for All Vaccination Clinics:
  - In Watsonville in October, we served 52 families with 28 cats and 55 dogs
  - In Felton in November, we served 40 families with 25 cats and 47 dogs
  - Rudy and Leslie have laid out a schedule for 9 clinics in 2026, with the next clinic at Franich Park in Watsonville in February.
- Our final Planned Pethood spay/ neuter clinic with Animal Balance for 2025 was a great success with 201 owned pets and 6 shelter pets fixed, vaccinated and microchipped. We hope this to continue this partnership in 2026 to provide s/n access in the community.
- Calendar sales have been going well.
- The SCCAS Foundation is actively engaged in planning for a September 2026 Gala fundraising event. The focus for fundraising efforts will be on community outreach and prevention and on a plan to rebuild/ improve/ bring up to standards our aged, dirt-floored barn at the Santa Cruz shelter.
- Other community/Shelter/Foundation events included:
  - 8 fundraising/adoption events with local businesses
  - 2 Green Team service events with Kappa Gamma Delta and Phi Alpha Delta
  - 1 Cuddle Connections event
  - Subaru Loves Pets adoption promotion
  - Recognition of National Shelter Employee Appreciation Week

**Animal Control Report**  
October and November 2025  
Todd Stosuy, Field Services Manager

1. We deemed four separate dogs Vicious Animals. Two within City of Watsonville and two within unincorporated County. All four were appealed and all four were upheld by hearing officers.
  2. I attended a Mass Care and Shelter Functional Exercise put on by OE3 in regard to setting up an emergency shelter post-earthquake. I have attended dozens of these types of functional exercises, both in my time with the Animal Shelter and also my time as an Emergency Medical Technician. This was one of the best coordinated I have been to and I've encouraged other supervisors/managers to attend if another happens.
  3. With the assistance of Santa Cruz Police, specifically Officer Casey Cole, we seized several dogs from several different houseless people in the Coral Street area. These seizures ranged from neglect/cruelty to aggressive/bites. All the seizures that were appealed were upheld.
  4. Officer Nikki Harding attended a meeting of the Santa Cruz County Equine Evac to assist their members in understanding their role during emergency evacuations, as well as to network. Officer Harding is a member of the Santa Cruz horse community.
  5. We held an Administrative Appeal Hearing on a noisy animal complaint citation. The citation was upheld, but the animal owner has now filed an appeal with Superior Court. He is challenging the wording of "Livestock Guardian" dog as written in our model ordinance.
  6. We have received requests from County Parks, as well as from Supervisor Koenig to patrol for leash law violations at County Parks and beaches. Due to our current staffing model, as well as increase in cases that require longer investigations, we are having difficulty assisting and have suggested working with the Sheriff's Department. We will be posting an animal control officer on East Cliff during the King Tides in December and January to help protect the tidepools and marine life.
  7. We assisted the Sheriff's Office with a cat strangulation in Aptos in which the cat died.
  8. Officer Cynthia Meidinger is working on several felony and misdemeanor animal neglect cases that occurred in the City of Watsonville and unincorporated Watsonville. The animals involved range from poultry to livestock to dogs.
  9. We seized a dog and cat from an encampment in unincorporated Watsonville after the owner and dog were shot by a gun. Crime Scene Investigator Reilmann, who was working the case, adopted the cat.
  10. The February 2023 cockfighting case, which was scheduled for trial December 5, 2025, has again been postponed to April 2026. The Los Gatos cockfighting case is scheduled to start December 8, 2025.
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**SCCAS Clinic Report  
October and November 2025  
Dr. Maris Brenn-White, Shelter Veterinarian**

**Spay/neuter stats**

Spay/neuter stats during this period continue to demonstrate how meeting community s/n needs through partners (primarily Animal Balance) rather than the shelter clinic has allowed us to prioritize shelter animal s/n and increased efficiency in moving these animals through the shelter as a whole.

Total s/n: **408** (dogs, cats, and rabbits) consisting of 390 shelter animals and 18 publicly owned animals.

Foster-to-adopt: **3** s/n surgeries were on foster-to-adopt animals receiving s/n surgery after adoption and only 1 animal went to foster to adopt during this period due to inability to provide spay/neuter prior to adoption.

In this same time period (October and November) in 2024:

Total s/n: **406** (dogs and cats only, rabbit s/n outsourced) consisting of 354 shelter animals and 52 publicly owned animals.

Foster-to-adopt: **141** s/n surgeries were on foster-to-adopt animals receiving surgery after adoption and 119 animals were on foster-to-adopt status awaiting surgery at the end of November (Nov. 30, 2024).

**Shelter Medicine caseload (as of 12/3)**

59 total animals are under medical management (monitoring and/or treatment).

- 46 (26%) out of 174 animals in shelter
- 13 (39%) out of 33 animals in foster

The total number of animals under medical management is down from 96 at the time of the last report, which signals the wrap up of the 2025 kitten season and associated decrease in routine upper respiratory and GI disease in the population.

**Staffing**

Annie Pearce started as a full-time RVT on October 26. They are new to shelter medicine and high quality high volume spay/neuter but have already provided much needed relief to the over-extended Clinic staff. With Shey Harlacher on leave, an additional full-time RVT position remains vacant and is being partially covered by our excellent and experienced Extra Help RVT, Lula Hebb.

**Notable Medical Cases**

Clinic worked closely with Animal Care and Client Services to contain canine parvovirus infections discovered in 2 different groups of puppies in our care in rapid succession. As with the feline panleukopenia cases encountered in September, containment required quick identification and euthanasia of likely contagious dogs, rigorous sanitation, tracebacks to identify all potentially exposed dogs, thoughtful communication with adopters and fosters of potentially exposed dogs, and maintenance of strict quarantine for exposed dogs for 2 weeks. There were no incidents of transmission of this deadly virus within the shelter. Due to a committed retired veterinarian in our foster pool, we were able to successfully treat 2 infected puppies in foster. Both puppies (Wonton

and Chili) and mom will be returning for adoption once they have completed their post-infection quarantine periods.

Wonton & Chili happy, healthy, tiny, and terrific at 1 week post-parvo:



A Good Samaritan found Alicia the kitten stuck in a fence, disentangled her, and brought her immediately to our Watsonville shelter. X-rays revealed a completely dislocated elbow that could not be put back into place. We performed an amputation of her injured leg the next day and she was already up and walking within an hour of surgery. She is making an excellent recovery and was ready for the adoption floor under a week post-op.



Alicia enjoying pets on 3 legs just 8 days post-front leg amputation:

Finally, Animal Control found and seized a small dog (Manchas) with severe matting and an injury to his right front leg. As no veterinarian was on duty at the time of seizure, he was taken to the veterinary emergency clinic where he was anesthetized in order to shave his matts and take x-rays of his leg. A tether had wrapped around his foot and become embedded in a dense constricting matt, causing dislocation of his wrist as well as injury and ultimately necrosis and **resorption** of a bone in his foot (see x-ray below; red star indicates missing bone). He is a

sweet and spunky senior and Clinic has been managing his multiple medical needs including giardia, likely collapsing trachea, and orthopedic pain while awaiting transfer to a partner organization that specializes in senior dogs.



## **Consent Agenda Item 7**

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Accept and file Statistics for the Months of October and November 2025

### Recommendation:

Accept and file the attached Shelter statistical report for the months of October and November 2025.



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

Kennel Statistics Report  
 Animals Taken Into Shelter from 10/01/25 to 11/30/25  
**All Jurisdictions Combined**

	DOG	PUPPY	CAT	KITTEN	BIRD	RABBIT	LIVESTOCK	OTHER	TOTAL
Adoption Return	0	0	0	2	0	0	0	0	2
Born@Shelt	0	0	0	0	0	7	0	0	7
Dead on Arrival	19	0	11	0	1	0	1	2	34
Owner Requested Euthanasia	44	0	14	1	3	1	1	1	65
Pph	5	0	1	1	0	0	0	0	7
Protective Custody	27	0	3	0	3	3	0	0	36
Quarantine	6	0	0	0	0	0	0	0	6
Stray	165	25	138	159	2	5	0	8	502
Surrendered by Owner	76	33	56	40	10	7	0	12	234
Transfer	0	0	1	3	0	0	0	0	4
Wildlife	0	0	0	0	39	0	0	28	67
<b>TOTAL</b>	<b>342</b>	<b>58</b>	<b>224</b>	<b>206</b>	<b>58</b>	<b>23</b>	<b>2</b>	<b>51</b>	<b>964</b>

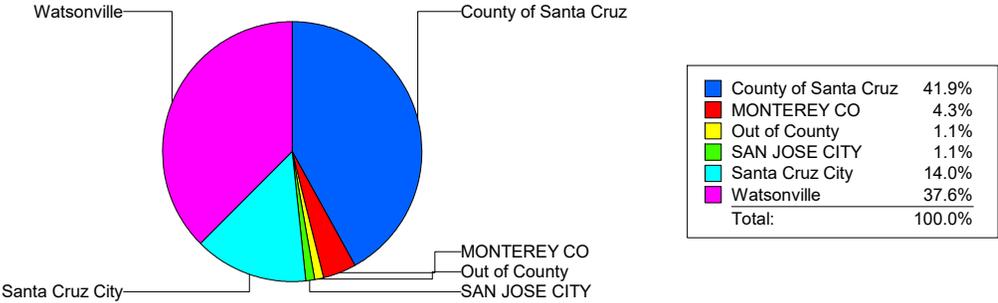
Kennel Statistics Report  
Animals That Left Shelter from 10/01/25 to 11/30/25  
**All Jurisdictions Combined**

	DOG	PUPPY	CAT	KITTEN	BIRD	RABBIT	LIVESTOCK	OTHER	TOTAL
<b>Adopted</b>	104	38	109	198	11	11	0	10	481
<b>Died</b>	0	0	0	1		2	0	0	3
<b>Disposal</b>	2	2	9	3	1	0	0	2	19
<b>Euthanized</b>	27	7	35	16	0	1	0	7	93
<b>Missing</b>	0	0	1	2	0	0	0	0	3
<b>Pph</b>	4	0	1	0	0	0	0	0	5
<b>Returned to Owner</b>	113	5	40	2	2	4	0	0	166
<b>Transferred to Another Shelter</b>	41	11	23	53	1	6	1	3	139
<b>TOTAL</b>	<b>291</b>	<b>63</b>	<b>218</b>	<b>275</b>	<b>15</b>	<b>24</b>	<b>1</b>	<b>22</b>	<b>909</b>

Euthanasia Totals from  
10/1/2025 to 11/30/2025  
**All Jurisdictions Combined**

<u>Reason for Euth</u>	<u>Animal type</u>						Total
	DOG	PUPPY	CAT	KITTEN	RABBIT	OTHER	
< 8 Weeks	0	0	0	0	1	0	1
Aggressive	2	0	1	0	0	0	3
Bite	2	0	0	0	0	0	2
Bite Hx	0	0	1	0	0	0	1
Fail2Thrv	0	0	0	2	0	0	2
Field Hist	1	0	0	0	0	0	1
Ken Stress	1	0	0	0	0	0	1
Medical	5	0	12	4	0	3	24
Observed Behavior	14	0	3	0	0	0	17
Parvo	1	7	0	0	0	0	8
Scvh	0	0	1	0	0	0	1
Suffering	0	0	0	0	0	2	2
Unsocial	1	0	17	10	0	0	28
Wildlife	0	0	0	0	0	2	2
<b>Total</b>	<b>27</b>	<b>7</b>	<b>35</b>	<b>16</b>	<b>1</b>	<b>7</b>	<b>93</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 November 30, 2025 = **202**

## **Consent Agenda Item 8**

TO: Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2026  
SUBJECT: Financial Report for November 2025

### Recommendation:

Approve the Financial Reports as presented for November 2025.

### Discussion:

The financial report through November 2025 reflects total revenues of \$2,096,059 and expenditures of \$2,717,439. Current total revenues are 34.6% of a potential 42%. Current total expenditures are 39.97% of a potential 42%. Of note regarding revenues: the County's 1<sup>st</sup> and 2nd quarter dues have not come through.

Licensing revenues YTD are \$83,879. At this point in FY 2024-25 licensing revenue was \$89,291 and in 2023-24 it was \$98,148.

**Santa Cruz County Animal Services Authority  
 Financial Summary for Fiscal Year 2025 - 2026  
 For Months Ending November 30, 2025**

Revenues:	2025-2026 Final Budget	2025-2026 Adj Budget	2025-2026 Est/Actuals	2025-2026 YTD Actuals	YTD Remaining	2024-2025 YTD Actuals
SALES TAX	\$0	\$0	\$0	\$0	\$0	\$0
INTEREST	\$110,000	\$110,000	\$110,000	\$22,691	\$87,309	\$49,639
RENTS & CONCESSIONS	\$250	\$250	\$250	\$40	\$210	\$53
RENTAL DEPOSIT/FORFEIT REVENUE	\$200	\$200	\$200	\$100	\$100	\$90
HUMANE SERVICES	\$130,000	\$130,000	\$130,000	\$43,900	\$86,101	\$46,782
ADMINISTRATIVE SERVICES	\$3,000	\$3,000	\$3,000	\$1,006	\$1,994	\$931
COST RECOVERY-OTHER	\$5,000	\$5,000	\$5,000	\$1,954	\$3,046	\$2,153
MEMBER CONTRIBUTION	\$4,660,226	\$4,660,226	\$4,660,226	\$1,612,692	\$3,047,535	\$2,965,598
CHARGES FOR CURRENT SERVICES	\$0	\$0	\$0	\$75	(\$75)	\$0
ADMIN FINE FEES	\$1,500	\$1,500	\$1,500	\$1,200	\$300	\$401
GRANT SERVICES-NON INTERGOV	\$75,000	\$75,000	\$75,000	\$37,240	\$37,760	\$0
ANIMAL MICROCHIP FEES	\$5,000	\$5,000	\$5,000	\$1,287	\$3,714	\$1,382
ANIMAL RABIES FEES	\$5,000	\$5,000	\$5,000	\$2,115	\$2,885	\$2,062
ANIMAL SPAY&NEUTER FEES	\$160,000	\$160,000	\$160,000	\$30,237	\$129,763	\$67,441
SALES-OTHER-TAXABLE	\$40,000	\$40,000	\$40,000	\$4,945	\$35,055	\$26,989
CASH OVERRAGES	\$0	\$0	\$0	\$0	(\$0)	\$0
CONTRIBUTIONS and DONATIONS	\$700,000	\$700,000	\$700,000	\$247,034	\$452,966	\$557,142
NSF CHECKS	\$0	\$0	\$0	(\$58)	\$58	\$0
OTHER REVENUE	\$20,000	\$20,000	\$20,000	\$5,723	\$14,277	\$8,123
LICENSES - CAPITOLA	\$6,000	\$6,000	\$6,000	\$2,160	\$3,840	\$2,203
LICENSES - SANTA CRUZ	\$60,000	\$60,000	\$60,000	\$19,805	\$40,195	\$20,992
LICENSES- SCOTTS VALLEY	\$12,000	\$12,000	\$12,000	\$4,341	\$7,659	\$5,093
LICENSES- COUNTY	\$130,000	\$130,000	\$130,000	\$48,785	\$81,215	\$51,866
LICENSES- WATSONVILLE	\$25,000	\$25,000	\$25,000	\$8,788	\$16,212	\$9,137
<b>TOTAL REVENUES:</b>	<b>\$6,148,176</b>	<b>\$6,148,176</b>	<b>\$6,148,176</b>	<b>\$2,096,059</b>	<b>\$4,052,117</b>	<b>\$3,818,119</b>

**Less Expenditures:**

Salaries and Benefits	\$4,285,780	\$4,285,780	\$4,285,780	\$1,702,275	\$2,583,505	\$1,647,718
Services and Supplies	\$1,925,977	\$1,925,977	\$1,925,977	\$882,127	\$1,043,850	\$910,940
Other Uses	\$107,539	\$107,539	\$107,539	\$26,885	\$80,654	\$22,909
Fixed Assets	\$115,000	\$115,000	\$115,000	\$0	\$115,000	\$0
Operating Transfers Out	\$106,152	\$106,152	\$106,152	\$106,152	\$0	\$105,010
Intrafund Transfer	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES:</b>	<b>\$6,540,448</b>	<b>\$6,540,448</b>	<b>\$6,540,448</b>	<b>\$2,717,439</b>	<b>\$3,823,009</b>	<b>\$2,686,578</b>

**Plus Contingency:**

<b>TOTAL EXPENDITURES INCUDING CONTINGENCY:</b>	<b>\$258,578</b>	<b>\$258,578</b>	<b>\$258,578</b>	<b>\$0</b>	<b>\$258,578</b>	<b>\$0</b>
	<b>\$6,799,026</b>	<b>\$6,799,026</b>	<b>\$6,799,026</b>	<b>\$2,717,439</b>	<b>\$4,081,587</b>	<b>\$2,686,578</b>

<b>NET REVENUES OVER (UNDER) EXPENDITURE</b>	<b>(\$650,850)</b>	<b>(\$650,850)</b>	<b>(\$650,850)</b>	<b>(\$621,380)</b>	<b>(\$29,470)</b>	<b>\$1,131,541</b>
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<b>BEGINNING FUND BALANCE - UNDESIGNATED</b>	<b>\$5,682,131</b>	<b>\$5,682,131</b>	<b>\$5,682,131</b>	<b>\$5,682,131</b>	<b>\$5,682,131</b>	<b>\$5,682,131</b>
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(unaudited ending balance from 6/30/25)

<b>ENDING FUND BALANCE - UNDESIGNATED</b>	<b>\$5,031,281</b>	<b>\$5,031,281</b>	<b>\$5,031,281</b>	<b>\$5,060,751</b>	<b>\$5,652,661</b>	<b>\$6,813,672</b>
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**ANIMAL LICENSE DETAIL**

	2025-26 YTD Actuals	2024-25 YTD Actuals	PY COMPARISON
LICENSES - CAPITOLA	\$2,160	\$2,203	(\$43)
LICENSES - SANTA CRUZ	\$19,805	\$20,992	(\$1,187)
LICENSES- SCOTTS VALLEY	\$4,341	\$5,093	(\$752)
LICENSES- COUNTY	\$48,785	\$51,866	(\$3,081)
LICENSES- WATSONVILLE	\$8,788	\$9,137	(\$349)

\* Fund Balance Assigned for B. Jean Donation - balance as of 6/30/25 is \$472,501 (Unaudited)

\* Fund Balance - Non spendable for change fund/petty cash - balance as of 6/30/25 is \$1,500 (Unaudited)

**SANTA CRUZ COUNTY ANIMAL SERVICES AUTHORITY FINANCIAL REPORT  
2025-2026**

As of 11/30/25 from Finance Enterprise  
SC CO ANIMAL SERVICES AUTHORITY  
Organization: 70 28

Pos + = UP  
Neg ( ) = DOWN

Acct	Acct Title	25/26 Final Budget	25/26 Adj. Budget	25/26 Est./Actuals	October Actuals	November Actuals	25/26 YTD Actuals	YTD Remaining	42%	42%	24/25 YTD Actuals	COMPARE THRU NOV PY ACTUALS	November Actuals	24/25 Est./Actuals
									Percentage of CY Budget Actualized	Percentage of PY EA's Actualized				
51000	SALARIES & BENF	\$4,285,780	\$4,285,780	\$4,285,780	\$418,290	\$418,095	\$1,702,275	\$2,583,505	39.72%	41.27%	\$1,647,718	\$54,557	\$364,772	\$3,992,419
61000	SERVICES & SUPL	\$1,925,977	\$1,925,977	\$1,925,977	\$99,686	\$225,665	\$882,127	\$1,043,850	45.80%	50.57%	\$910,940	(\$28,813)	\$230,928	\$1,801,375
70000	OTHER CHARGES	\$107,539	\$107,539	\$107,539	\$0	\$0	\$26,885	\$80,654	25.00%	25.00%	\$22,909	\$3,976	\$0	\$91,637
80000	FIXED ASSETS	\$115,000	\$115,000	\$115,000	\$0	\$0	\$0	\$115,000	0.00%	0.00%	\$0	\$0	\$0	\$30,150
90000	OTHER FINANCING USES	\$106,152	\$106,152	\$106,152	\$0	\$0	\$106,152	\$0	100.00%	99.91%	\$105,010	\$1,142	\$105,010	\$105,101
98700	CONTINGENCIES	\$258,578	\$258,578	\$258,578	\$0	\$0	\$0	\$258,578	0.00%	#DIV/0!	\$0	\$0	\$0	\$0
51000-98700	TOTAL EXPENDITURES	\$6,799,026	\$6,799,026	\$6,799,026	\$517,976	\$643,760	\$2,717,439	\$4,081,587	39.97%	44.62%	\$2,686,578	\$30,861	\$700,710	\$6,020,682
40100-42500	TOTAL REVENUES	\$6,328,176	\$6,328,176	\$6,328,176	\$138,638	\$803,774	\$2,189,387	\$4,138,789	34.60%	64.29%	\$3,893,815	(\$1,704,428)	\$739,859	\$6,057,056
	<b>NET COST</b>	<b>(\$470,850)</b>	<b>(\$470,850)</b>	<b>(\$470,850)</b>	<b>\$379,338</b>	<b>(\$160,013)</b>	<b>(\$528,052)</b>	<b>\$57,202</b>	<b>112.15%</b>	<b>3318.96%</b>	<b>\$1,207,237</b>	<b>(\$1,735,289)</b>	<b>(\$39,149)</b>	<b>\$36,374</b>
51000	REGULAR PAY-PER	2,462,011	2,462,011	2,462,011	\$256,663	\$168,583	\$868,312	\$1,593,699	35.27%	38.13%	\$850,006	\$18,306	\$167,119	\$2,228,992
51005	OVERTIME PAY-PE	20,000	20,000	20,000	\$2,313	\$1,331	\$6,764	\$13,236	33.82%	43.28%	\$5,288	\$1,476	\$143	\$12,219
51010	REGULAR PAY-EXT	150,000	150,000	150,000	\$17,891	\$13,265	\$59,096	\$90,904	39.40%	38.25%	\$38,278	\$20,818	\$8,249	\$100,084
51040	DIFFERENTIAL PAY	38,000	38,000	38,000	\$4,765	\$3,394	\$16,501	\$21,499	43.42%	38.73%	\$14,044	\$2,457	\$2,710	\$36,258
52010	OASDI-SOCIAL SE	181,858	181,858	181,858	\$21,300	\$12,659	\$70,307	\$111,551	38.66%	38.83%	\$67,310	\$2,997	\$12,016	\$173,327
52015	RETIREMENT	691,879	691,879	691,879	\$72,091	\$46,660	\$252,758	\$439,121	36.53%	37.95%	\$251,217	\$1,541	\$47,621	\$661,927
53010	EMPLOYEE INSURA	612,366	612,366	612,366	\$41,961	\$41,539	\$296,568	\$315,798	48.43%	46.76%	\$315,372	(\$18,804)	\$21,709	\$674,407
53015	UNEMPLOYMENT IN	2,839	2,839	2,839	\$1,305	\$2,839	\$4,144	(\$1,305)	145.96%	100.00%	\$6,435	(\$2,291)	\$6,435	\$6,435
54010	WORKERS COMPENS	126,827	126,827	126,827	\$0	\$126,827	\$126,827	(\$0)	100.00%	100.00%	\$98,770	\$28,057	\$98,770	\$98,770
55021	OTHER BENEFITS MISC	0	0	0	\$0	\$999	\$999	(\$999)	#DIV/0!	#DIV/0!	\$999	\$0	\$999	\$0
51000	SALARIES & BENF	\$4,285,780	\$4,285,780	\$4,285,780	\$418,290	\$418,095	\$1,702,275	\$2,583,505	39.72%	41.27%	\$1,647,718	\$54,557	\$365,771	\$3,992,419
61115	POLICE SAFETY EQUIPMENT	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
61125	UNIFORM REPLACEMENT	3,500	3,500	3,500	\$0	\$187	\$868	\$2,632	24.79%	36.00%	\$1,710	(\$842)	\$0	\$4,750
61215	RADIO SERVICES	2,000	2,000	2,000	\$0	\$0	\$0	\$2,000	0.00%	#DIV/0!	\$0	\$0	\$0	\$0
61222	TELECOM SERVICES	26,784	26,784	26,784	\$3,959	\$3,920	\$12,257	\$14,527	45.76%	31.58%	\$12,632	(\$375)	\$4,196	\$40,000
61310	FOOD	65,000	65,000	65,000	\$3,658	\$5,944	\$18,735	\$46,265	28.82%	39.43%	\$23,659	(\$4,924)	\$7,271	\$60,000
61412	JANITORIAL SERVICES	11,500	11,500	11,500	\$1,025	\$1,025	\$4,100	\$7,400	35.65%	30.43%	\$3,500	\$600	\$875	\$11,500
61525	LIABILITY INSURANCE	100,000	100,000	100,000	\$0	\$0	\$95,925	\$4,075	95.93%	100.00%	\$75,551	\$20,374	\$0	\$75,551
61535	OTHER INSURANCE	50,218	50,218	50,218	\$0	\$50,218	\$50,218	\$0	100.00%	100.00%	\$39,937	\$10,281	\$39,937	\$39,937
61720	MAINT-MOBILE EQUIPMENT-SERV	30,000	30,000	30,000	\$812	\$4,796	\$7,536	\$22,464	25.12%	43.86%	\$14,036	(\$6,499)	\$2,024	\$32,000
61725	MAINT-OFFICE EQUIPMENT	2,500	2,500	2,500	\$710	\$0	\$1,319	\$1,181	52.77%	26.88%	\$672	\$647	\$0	\$2,500
61730	MAINT-OTHER EQUIP-SVCS	10,000	10,000	10,000	\$12,771	\$2,062	\$15,980	(\$5,980)	159.80%	2.56%	\$256	\$15,724	\$0	\$10,000
61731	MAINT-OTHER EQUIP-SUP	1,500	1,500	1,500	\$0	\$0	\$1,500	\$1,500	0.00%	#DIV/0!	\$0	\$0	\$0	\$0
61835	FACILITIES MAINT	5,000	5,000	5,000	\$0	\$0	\$0	\$5,000	0.00%	0.00%	\$0	\$0	\$0	\$5,000
61846	MAINT-STRUCT/IMPS/GRDS-OTHER-SUPPLIES	5,000	5,000	5,000	\$0	\$0	\$0	\$5,000	0.00%	88.64%	\$4,432	(\$4,432)	\$4,375	\$5,000
61848	MAINT STRUCT IM	30,000	30,000	30,000	\$0	\$0	\$0	\$30,000	0.00%	16.40%	\$8,202	(\$8,202)	\$8,202	\$50,000
61920	MEDICAL, DENTAL & LAB SUPPLIES	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
61922	OTHER MEDICAL MATERIALS	185,000	185,000	185,000	\$17,281	\$9,174	\$65,332	\$119,668	35.31%	46.54%	\$74,468	(\$9,136)	\$12,032	\$160,000
62020	MEMBERSHIPS	3,000	3,000	3,000	\$150	\$1,872	\$2,022	\$978	67.40%	55.23%	\$2,209	(\$187)	\$2,209	\$4,000
62111	MISCELLANEOUS EXPENSES	18,000	18,000	18,000	\$68	\$14,107	\$20,588	(\$2,588)	114.38%	72.18%	\$14,435	\$6,153	\$12	\$20,000
62112	CASH SHORTAGES	50	50	50	\$25	\$0	\$55	(\$5)	110.00%	58.00%	\$29	\$26	\$0	\$50
62210	DUPLICATING SVCS.	5,000	5,000	5,000	\$0	\$961	\$2,264	\$2,736	45.28%	50.37%	\$2,519	(\$255)	\$63	\$5,000
62217	MISC NONINVENTORIAL ITEMS EXPENSE	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	0.00%	\$0	\$0	\$0	\$246
62219	PC SOFTWARE PURCHASES	12,000	12,000	12,000	\$0	\$0	\$9,165	\$2,835	76.38%	77.38%	\$9,286	(\$121)	\$0	\$12,000
62221	POSTAGE	8,000	8,000	8,000	\$2,553	\$25	\$4,394	\$3,606	54.92%	18.48%	\$1,478	\$2,916	\$401	\$8,000
62222	SUBSCRIPTIONS/PERIODICALS	500	500	500	\$0	\$0	\$0	\$500	0.00%	0.00%	\$0	\$0	\$0	\$500
62223	SUPPLIES	120,000	120,000	120,000	\$4,943	\$7,240	\$50,241	\$69,759	41.87%	35.44%	\$44,301	\$5,940	\$12,331	\$125,000
62225	NON-PC SOFTWARE	0	0	0	\$0	\$0	\$240	(\$240)	#DIV/0!	#DIV/0!	\$0	\$240	\$0	\$0

**SANTA CRUZ COUNTY ANIMAL SERVICES AUTHORITY FINANCIAL REPORT  
2025-2026**

As of 11/30/25 from Finance Enterprise  
SC CO ANIMAL SERVICES AUTHORITY  
Organization: 70 28

Pos + = UP  
Neg ( ) = DOWN

Acct	Acct Title	25/26 Final Budget	25/26 Adj. Budget	25/26 Est./Actuals	October Actuals	November Actuals	25/26 YTD Actuals	YTD Remaining	42%	42%	24/25 YTD Actuals	COMPARE	November Actuals	24/25 Est./Actuals
									Percentage of CY Budget Actualized	Percentage of PY EA's Actualized		THRU NOV PY ACTUALS		
62226	INVENTORIAL ITEMS	31,120	31,120	31,120	\$0	\$0	\$0	\$31,120	0.00%	0.00%	\$0	\$0	\$0	\$14,000
62230	ISD-HCM SOFTWARE SUBSCRIPTION	0	0	0	\$0	\$0	\$4,311	(\$4,311)	#DIV/0!	#DIV/0!	\$0	\$4,311	\$0	\$0
62301	ACCOUNTING & AUDITING	19,000	19,000	19,000	\$0	\$0	\$0	\$19,000	0.00%	0.00%	\$0	\$0	\$0	\$20,000
62310	BANKING SERVICES	20,000	20,000	20,000	\$3,384	\$1,569	\$5,408	\$14,592	27.04%	45.41%	\$9,083	(\$3,674)	\$2,859	\$20,000
62316	COMPUTER PROF SVCS	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	0
62311	CONSULT/MGT/PC SVCE.	37,000	37,000	37,000	\$308	\$123	\$36,535	\$465	98.74%	95.34%	\$36,229	\$307	\$106	\$38,000
62318	COUNTY COUNSEL	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
62324	DATA PROCESSING	72,540	72,540	72,540	\$0	\$43,290	\$43,290	\$29,250	59.68%	43.06%	\$35,898	\$7,392	\$35,898	\$83,376
62330	DPW SERVICES - GENERAL MONEY	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
62360	LEGAL SERVICES	40,000	40,000	40,000	\$0	\$7,540	\$15,240	\$24,760	38.10%	30.07%	\$15,634	(\$394)	\$3,959	\$52,000
62381	PROF & SPECIAL	150,000	150,000	150,000	\$9,811	\$14,731	\$49,951	\$100,049	33.30%	42.93%	\$55,815	(\$5,864)	\$11,777	\$130,000
62399	VETERINARIAN SERVICES	400,000	400,000	400,000	\$9,441	\$48,586	\$78,892	\$321,108	19.72%	42.48%	\$133,802	(\$54,910)	\$55,843	\$315,000
62500	EQUIPMENT RENTS & LEASES-	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
62610	RENTS & LEASES-	265,665	265,665	265,665	\$10,995	\$0	\$225,156	\$40,509	84.75%	86.67%	\$230,240	(\$5,084)	\$10,857	\$265,665
62710	FIELD EQUIPMENT	2,000	2,000	2,000	\$42	\$50	\$607	\$1,393	30.33%	82.23%	\$196	\$411	\$0	\$238
62715	SMALL TOOLS & INSTRUMENTS	1,000	1,000	1,000	\$0	\$1,163	\$1,163	(\$163)	116.33%	0.00%	\$0	\$1,163	\$0	\$87
62801	ADVERTISING & PROMOTION	2,000	2,000	2,000	\$25	\$80	\$105	\$1,895	5.25%	8.64%	\$140	(\$35)	\$0	\$1,620
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	24,000	24,000	24,000	\$3,707	\$2,523	\$11,011	\$12,989	45.88%	34.86%	\$6,971	\$4,040	\$2,541	\$20,000
62857	SPECIAL MISC EXP-SUPPLIES	500	500	500	\$0	\$0	\$0	\$500	0.00%	99.68%	\$82	(\$82)	\$0	\$82
62890	SUBSCRIPTIONS/BOOKS	500	500	500	\$0	\$294	\$294	\$206	58.88%	0.00%	\$0	\$294	\$0	\$500
62893	TOWING	500	500	500	\$0	\$225	\$225	\$275	45.00%	8.97%	\$90	\$135	\$90	\$1,003
62910	AIR FARE	1,000	1,000	1,000	\$0	\$0	\$0	\$1,000	0.00%	#DIV/0!	\$0	\$0	\$0	\$0
62914	TRAVEL-EDUCATION	2,500	2,500	2,500	\$30	\$0	\$70	\$2,430	2.80%	95.08%	\$493	(\$423)	\$26	\$518
62920	GAS, OIL, FUEL	25,000	25,000	25,000	\$2,514	\$141	\$5,829	\$19,171	23.32%	31.72%	\$5,710	\$119	\$1,711	\$18,000
62922	TRAVEL-LODGING	1,500	1,500	1,500	\$0	\$0	\$0	\$1,500	0.00%	#DIV/0!	\$0	\$0	\$0	\$0
62924	TRAVEL-MEALS	1,000	1,000	1,000	\$0	\$0	\$0	\$1,000	0.00%	#DIV/0!	\$0	\$0	\$0	\$0
62926	TRAVEL-MILEAGE	500	500	500	\$0	\$0	\$0	\$500	0.00%	0.00%	\$0	\$0	\$0	\$120
62928	TRAVEL-OTHER	100	100	100	\$0	\$0	\$19	\$81	18.75%	0.00%	\$0	\$19	\$0	\$100
62930	REGISTRATIONS	2,000	2,000	2,000	\$0	\$25	\$585	\$1,415	29.25%	51.43%	\$1,045	(\$460)	\$900	\$2,032
62933	SERVICE CENTER	1,000	1,000	1,000	\$53	\$0	\$149	\$851	14.91%	26.00%	\$520	(\$371)	\$0	\$2,000
62934	SERV CTR POOL VEH CHARGES	1,000	1,000	1,000	\$0	\$0	\$0	\$1,000	0.00%	61.09%	\$611	(\$611)	\$0	\$1,000
62940	TRAVEL ADVANCES	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
63074	UTILITIES	130,000	130,000	130,000	\$11,423	\$3,795	\$42,046	\$87,954	32.34%	31.08%	\$45,071	(\$3,025)	\$10,435	145,000
74230	PRINCIPAL ON LEASE PUCHASES	0	0	0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	0
61000	SERVICES & SUPPLIES	\$1,925,977	\$1,925,977	\$1,925,977	\$99,686	\$225,665	\$882,127	\$1,043,850	45.80%	50.57%	\$910,940	\$25,744	\$230,928	\$1,801,375
75239	CONTRIBUTIONS TO COUNTY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
75315	COUNTY OVERHEAD (see 3550)	\$107,539	\$107,539	\$107,539	\$0	\$0	\$26,885	\$80,654	25.00%	25.00%	\$22,909	\$0	\$0	\$91,637
70000	OTHER CHARGES	\$107,539	\$107,539	\$107,539	\$0	\$0	\$26,885	\$80,654	25.00%	25.00%	\$22,909	\$3,976	\$0	\$91,637
86204	EQUIPMENT	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0	\$15,000	0.00%	0.00%	\$0	\$0	\$0	\$30,150
86208	MEDICAL EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	0.00%	\$0	\$0	\$0	\$0
86209	MOBILE EQUIPMENT	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$100,000	0.00%	0.00%	\$0	\$0	\$0	\$0
86210	OFFICE EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	0.00%	\$0	\$0	\$0	\$0
80000	FIXED ASSETS	\$115,000	\$115,000	\$115,000	\$0	\$0	\$0	\$115,000	0.00%	0.00%	\$0	\$0	\$0	\$30,150

**SANTA CRUZ COUNTY ANIMAL SERVICES AUTHORITY FINANCIAL REPORT  
2025-2026**

As of 11/30/25 from Finance Enterprise  
SC CO ANIMAL SERVICES AUTHORITY  
Organization: 70 28

Pos + = UP  
Neg ( ) = DOWN

Acct	Acct Title	25/26 Final Budget	25/26 Adj. Budget	25/26 Est./Actuals	October Actuals	November Actuals	25/26 YTD Actuals	YTD Remaining	42%	42%	24/25 YTDActuals	COMPARE THRU NOV PY ACTUALS	November Actuals	24/25 Est./Actuals
									Percentage of CY Budget Actualized	Percentage of PY EA's Actualized				
90000	OPERATING TRSF OUT	\$106,152	\$106,152	\$106,152	\$0	\$0	\$106,152	\$0	100.00%	138.08%	\$105,010	\$1,142	\$105,010	\$105,101
90000	OTHER FINANCING USES	\$106,152	\$106,152	\$106,152	\$0	\$0	\$106,152	\$0	100.00%	99.91%	\$105,010	\$1,142	\$105,010	\$105,101
95390	REPAIR & MAINTENANCE	\$0	\$0	\$0			\$0	\$0	#DIV/0!	0.00%	\$0	\$0	\$0	\$0
95000	INTRAFUND TRANSFERS	\$0	\$0	\$0			\$0	\$0	#DIV/0!	0.00%	\$0	\$0	\$0	\$0
98700	APPROP FOR CONTINGENCIES	\$258,578	\$258,578	\$258,578	\$0	\$0	\$0	\$258,578	0.00%	0.00%	\$0	\$0	\$0	\$0
98700	CONTINGENCIES	\$258,578	\$258,578	\$258,578	\$0	\$0	\$0	\$258,578	0.00%	0.00%	\$0	\$0	\$0	\$0
40100	PROPERTY TAXES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	0.00%	\$0	\$0	\$0	\$0
40171	SALES TAX	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
40230	ANIMAL LICENSES	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
40430	INTEREST	\$110,000	\$110,000	\$110,000	\$4,328	\$0	\$22,691	\$87,309	20.63%	45.13%	\$49,639	(\$26,948)	\$11,200	\$110,000
40440	RENTS & CONCESS	\$250	\$250	\$250	\$15	\$0	\$40	\$210	15.92%	31.19%	\$53	(\$13)	\$0	\$170
40441	RENTAL DEPOSIT/FORFEIT REVENUE	\$200	\$200	\$200	\$0	\$0	\$100	\$100	50.00%	32.14%	\$90	\$10	\$0	\$280
40810	ST-NATURAL DISASTER ASSISTANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
40872	ST-MANDATED COST REIMBURSEMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
40984	STATE-OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
41093	FED-FEMA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
41096	INTERGOVERNMENTAL REV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
41148	FED-CARES ACT CRF FUNDING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
41510	HUMANE SERVICES	\$130,000	\$130,000	\$130,000	\$13,036	\$7,453	\$43,900	\$86,100	33.77%	38.99%	\$46,782	(\$2,883)	\$9,324	\$120,000
41880	ADOPTION FEES	\$180,000	\$180,000	\$180,000	\$20,656	\$16,427	\$93,328	\$86,672	51.85%	44.53%	\$75,696	\$17,632	\$13,342	\$170,000
42010	ADMINISTRATIVE SERVICES	\$3,000	\$3,000	\$3,000	\$279	\$195	\$1,006	\$1,994	33.54%	37.24%	\$931	\$75	\$180	\$2,500
42022	COST RECOVERY-OTHER	\$5,000	\$5,000	\$5,000	\$539	\$329	\$1,954	\$3,046	39.09%	35.89%	\$2,153	(\$199)	\$219	\$6,000
42044	MEMBER CONTRIBUTION	\$4,660,226	\$4,660,226	\$4,660,226	\$0	\$691,154	\$1,612,692	\$3,047,534	34.61%	70.00%	\$2,965,598	(\$1,352,907)	\$601,177	\$4,236,569
42047	OTHER CHARGES CURRRENT SERVICES	\$0	\$0	\$0	\$75	\$0	\$75	(\$75)	#DIV/0!	#DIV/0!	\$0	\$75	\$0	\$0
42073	ADMINISTRATIVE FINE FEES	\$1,500	\$1,500	\$1,500	\$0	\$0	\$1,200	\$300	80.00%	19.56%	\$401	\$799	\$401	\$2,051
42074	GRANT SERVICES-NON INTERGOV	\$75,000	\$75,000	\$75,000	\$0	\$5,025	\$37,240	\$37,760	49.65%	0.00%	\$0	\$37,240	\$0	\$40,000
42202	ENDOWMENT CARE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
42205	ANIMAL MICROCHIP FEES	\$5,000	\$5,000	\$5,000	\$150	\$240	\$1,287	\$3,714	25.73%	39.49%	\$1,382	(\$96)	\$360	\$3,500
42206	ANIMAL RABIES FEES	\$5,000	\$5,000	\$5,000	\$420	\$255	\$2,115	\$2,885	42.30%	41.24%	\$2,062	\$53	\$521	\$5,000
42207	ANIMAL SPAY&NEUTER FEES	\$160,000	\$160,000	\$160,000	\$11,428	\$16,676	\$30,237	\$129,763	18.90%	42.15%	\$67,441	(\$37,204)	\$24,675	\$160,000
42234	SALES-OTHER-TAXABLE	\$40,000	\$40,000	\$40,000	\$823	\$1,752	\$4,945	\$35,055	12.36%	47.35%	\$26,989	(\$22,044)	\$8,505	\$57,000
42362	CASH OVRAGES	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)	#DIV/0!	#DIV/0!	\$0	(\$0)	\$0	\$0
42372	CONTRIBUTIONS AND DONATIONS	\$700,000	\$700,000	\$700,000	\$61,166	\$45,169	\$247,034	\$452,966	35.29%	62.60%	\$557,142	(\$310,108)	\$42,465	\$890,000
42375	INSURANCE PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
42380	NSF CHECKS	\$0	\$0	\$0	\$0	\$0	(\$58)	\$58	#DIV/0!	0.00%	\$0	(\$58)	\$0	(\$54)
42381	NSF CHECKS-RETURNED CHECK	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	100.00%	\$40	(\$40)	\$0	\$40
42384	OTHER REVENUE	\$20,000	\$20,000	\$20,000	\$702	\$1,356	\$5,723	\$14,277	28.61%	40.61%	\$8,123	(\$2,400)	\$2,136	\$20,000
42390	UNCLAIMED MONEY-ESCHEATED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
42500	BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	\$0	\$0	\$0	\$0
42981	LICENSES - CAPITOLA	\$6,000	\$6,000	\$6,000	\$793	\$203	\$2,160	\$3,840	36.00%	36.72%	\$2,203	(\$43)	\$809	\$6,000
42982	LICENSES - SANTA CRUZ	\$60,000	\$60,000	\$60,000	\$6,431	\$4,477	\$19,805	\$40,195	33.01%	40.37%	\$20,992	(\$1,187)	\$5,985	\$52,000
42983	LICENSES- SCOTTS VALLEY	\$12,000	\$12,000	\$12,000	\$1,170	\$1,286	\$4,341	\$7,659	36.18%	42.44%	\$5,093	(\$752)	\$1,570	\$12,000
42984	LICENSES- COUNTY	\$130,000	\$130,000	\$130,000	\$14,034	\$10,009	\$48,785	\$81,215	37.53%	37.05%	\$51,866	(\$3,081)	\$14,303	\$140,000
42986	LICENSES- WATSONVILLE	\$25,000	\$25,000	\$25,000	\$2,592	\$1,769	\$8,788	\$16,212	35.15%	38.07%	\$9,137	(\$349)	\$2,688	\$24,000
40100-42500	REVENUES	\$6,328,176	\$6,328,176	\$6,328,176	\$138,638	\$803,774	\$2,189,387	\$4,138,789	34.60%	64.29%	\$3,893,815	(\$1,704,428)	\$739,859	\$6,057,056

## Consent Agenda Item 9

TO: Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Accept Donations totaling \$45,615 from the Santa Cruz County Animal Shelter Foundation

### Recommendation:

Accept donations of \$17,581.33 and \$28,034.44 from the Santa Cruz County Animal Shelter Foundation and direct that the checks be deposited.

### Discussion:

In October, The Foundation provided a donation of \$17,581.33 to be accepted into various funds as outlined below:

- Green Envelope match = \$761
- License match = \$3,466
- Leave No One Behind = \$695
- Extra Mile Fund = \$240
- Shelter Support = \$1,534.33
- Planned Pethood = \$10,885

In November, The Foundation provided a donation of \$28,034.44 to be accepted into various funds as outlined below:

- Extra Mile Fund = \$235
- Black Cat Fund = \$150
- Shelter Support = \$2,559.44
- Planned Pethood Fund = \$90
- A 401K distribution donation = \$25,000

## Constent Agenda Item 10

TO: Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Approve Allocation of Funds from Adams Trust for New Color Copier for Watsonville Shelter

### Recommendation:

Approve a resolution to allocate \$7,600 of the B. Jean Adams Trust to cover the entire cost of replacing the aged black & white printer/copier at the Watsonville Shelter with a new color copier/printer/scanner.

### Background:

Between fiscal year 2011-2012 and 2013-2014, SCCAS Board of Directors accepted a bequest in the amount of \$803,109.40 from B. Jean Adams Trust into Assigned Fund Balance. One half of the trust fund was designated to be used for the Santa Cruz Shelter and the other half was designated for the Watsonville Shelter.

### Discussion:

The existing copy machine/printer at the Watsonville shelter is a more than 13 year old black & white model that is experiencing regular maintenance issues such as jamming and poor copy quality. It has required multiple service visits over the summer and fall, and the technician reported that several parts are beginning to fail and are no longer available. Shelter staff compared units suitable for the needs of operations at the Watsonville shelter and settled on model with a cost of \$6,886 for the machine and a \$10/month maintenance agreement through MBS Business Systems.

Prior to this allocation, the B. Jean Trust balance was \$459,730. After this allocation, the balance will be \$452,130.

**COUNTY OF SANTA CRUZ**  
 REQUEST FOR TRANSFER OR REVISION  
 OF BUDGET APPROPRIATIONS AND / OR FUNDS

**Department:** Animal Shelter  
**Fund No.** 76114  
**TO:** ASA Board of Directors

**Date:** December 8, 2025

I hereby request your approval of the following transfer of budget appropriations and/or funds in the fiscal year ending - June 30, 2026

AUDITORS USE ONLY	
DOCUMENT #	AMOUNT
	7,600

Batch #	
Date	Keyed By:

		GL KEY	OBJECT	JL CODE	Amount	Account Description
			<b>702810</b>	<b>62226</b>		\$ <b>7,600</b>
<b>TRANSFER</b>	<b>To</b>					
	<b>From</b>	<b>FD BAL RES</b>			\$ <b>7,600</b>	<b>FUND 76114100: ASSIGNED RESERVE 34341</b>

Explanation: ALLOCATE \$7,600 FOR A NEW COPY MACHINE AT WATSONVILLE SHELTER.

SEE SCCAS 12/8/25 ITEM THAT AUTHORIZED THE SCCAS GM TO ALLOCATE FUNDS FROM THE B. JEAN ADAMS TRUST FOR A NEW COPY MACHINE AT THE WATSONVILLE SHELTER.

Name  Amber Powland Title General Manager  
DocuSigned by: Amber Powland

Auditor-Controller's Action: I hereby certify that unencumbered balance(s) is/are available in the appropriations/funds and in the amounts indicated above.

Auditor-Controller, by \_\_\_\_\_ Deputy Date \_\_\_\_\_

**Administrative Officer's Action:** ( ) Recommended to Board ( ) Approved ( ) Not Recommended or Approved

Administrative Officer \_\_\_\_\_ Date \_\_\_\_\_

**State of California } ss.** As the Clerk of the Board of Supervisors of the County of Santa Cruz, I do hereby certify that the foregoing request for transfer was approved by said Board of Supervisors as recommended by the County Administrative Officer by an order duly entered in the minutes of said Board on

\_\_\_\_\_, 20\_\_\_\_\_, By \_\_\_\_\_, Deputy Clerk

(A-C) \* Decs: \_\_\_\_\_ Item \_\_\_\_\_ - Budget Transfer  
 BRD. NAME AGENDA DATE Item No.

Distribution:

### Certificate Of Completion

Envelope Id: D9811C1D-C317-457A-8A86-942FFA520089	Status: Completed
Subject: Complete with Docusign: AUD 74 - Watsonville Copier - B Jean.xls	
Source Envelope:	
Document Pages: 1	Signatures: 1
Certificate Pages: 5	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelopeld Stamping: Enabled	Dana Morey
Time Zone: (UTC-08:00) Pacific Time (US & Canada)	701 Ocean Street
	Santa Cruz, CA 95060
	Dana.Morey@santacruzcountyca.gov
	IP Address: 63.194.190.100

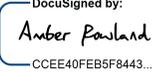
### Record Tracking

Status: Original	Holder: Dana Morey	Location: DocuSign
12/2/2025 11:53:48 AM	Dana.Morey@santacruzcountyca.gov	
Security Appliance Status: Connected	Pool: FedRamp	
Storage Appliance Status: Connected	Pool: County of Santa Cruz	Location: Docusign

### Signer Events

Amber Rowland  
 Amber.Rowland@santacruzcountyca.gov  
 General Manager  
 Santa Cruz County Animal Shelter  
 Security Level: Email, Account Authentication (None)

### Signature

DocuSigned by:  
  
 Amber Rowland  
 CCEE40FEB5F8443...  
 Signature Adoption: Pre-selected Style  
 Using IP Address: 63.194.190.100

### Timestamp

Sent: 12/2/2025 11:54:58 AM  
 Viewed: 12/2/2025 11:58:25 AM  
 Signed: 12/2/2025 11:59:07 AM

**Electronic Record and Signature Disclosure:**  
 Accepted: 6/28/2023 6:04:58 PM  
 ID: 445ea629-9312-4213-bf87-e1f3f1dbd63d

### In Person Signer Events

### Signature

### Timestamp

### Editor Delivery Events

### Status

### Timestamp

### Agent Delivery Events

### Status

### Timestamp

### Intermediary Delivery Events

### Status

### Timestamp

### Certified Delivery Events

### Status

### Timestamp

### Carbon Copy Events

### Status

### Timestamp

Helen Bayly  
 Helen.Bayly@santacruzcountyca.gov  
 Assistant Departmental Admin Analyst  
 Security Level: Email, Account Authentication (None)

**COPIED**

Sent: 12/2/2025 11:54:58 AM  
 Viewed: 12/2/2025 12:30:27 PM

**Electronic Record and Signature Disclosure:**  
 Accepted: 7/12/2023 10:40:12 AM  
 ID: 67846394-486c-4020-8818-51864964d54b

### Witness Events

### Signature

### Timestamp

### Notary Events

### Signature

### Timestamp

### Envelope Summary Events

### Status

### Timestamps

Envelope Sent	Hashed/Encrypted	12/2/2025 11:54:58 AM
Certified Delivered	Security Checked	12/2/2025 11:58:25 AM

Envelope Summary Events	Status	Timestamps
Signing Complete	Security Checked	12/2/2025 11:59:07 AM
Completed	Security Checked	12/2/2025 11:59:07 AM
Payment Events	Status	Timestamps
Electronic Record and Signature Disclosure		

## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

From time to time, County of Santa Cruz (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

### **Getting paper copies**

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

### **How to contact County of Santa Cruz:**

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: [nada.algharib@santacruzcounty.us](mailto:nada.algharib@santacruzcounty.us)

### **To advise County of Santa Cruz of your new email address**

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at [nada.algharib@santacruzcounty.us](mailto:nada.algharib@santacruzcounty.us) and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

### **To request paper copies from County of Santa Cruz**

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to [nada.algharib@santacruzcounty.us](mailto:nada.algharib@santacruzcounty.us) and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

### **To withdraw your consent with County of Santa Cruz**

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to [nada.algharib@santacruzcounty.us](mailto:nada.algharib@santacruzcounty.us) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

### **Required hardware and software**

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

### **Acknowledging your access and consent to receive and sign documents electronically**

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to ‘I agree to use electronic records and signatures’ before clicking ‘CONTINUE’ within the DocuSign system.

By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify County of Santa Cruz as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by County of Santa Cruz during the course of your relationship with County of Santa Cruz.

## Consent Agenda Item 11

TO: Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Board of Directors Meeting Schedule for 2026

### Recommendation:

Approve recommendation of the General Manager to set your 2026 Board of Directors meeting dates.

### Discussion:

Each December, the Board adopts the meeting schedule for the upcoming calendar year. The proposed meeting schedule keeps the current rotation whereby your Board meets on the second Monday of every other month, unless there is a holiday scheduled for that Monday or another conflict. For months with holidays on the second Monday, the meeting is scheduled on the third Monday of the month.

### Dates

The following dates are proposed for the 2026 meeting schedule:

February 9 Watsonville City Council Chambers  
April 13 Santa Cruz County BOS Chambers  
June 8 Santa Cruz County BOS Chambers  
August 10 Watsonville City Council Chambers  
October 19 Santa Cruz County BOS Chambers (October 12 is a holiday)  
December 7 Santa Cruz County BOS Chambers

All meetings are scheduled to begin at 11:00 am unless there is a meeting room reservation conflict in which case the time will be adjusted as necessary.

If either the Watsonville City Council Chambers or the Santa Cruz Board of Supervisors Chambers are unavailable for the meeting dates selected, a meeting location may be changed.

Upon approval by your Board and reservation of the meeting rooms confirmed, the official meeting calendar will be posted on the Santa Cruz County Animal Shelter website.

# 2026

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## January

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## February

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

## March

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## April

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## May

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## June

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## July

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## August

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## September

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

## October

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## November

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

## December

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

## **Regular Agenda Item 12**

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: General Manager's Oral Report

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

### Consent Agenda Item 13

TO Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Authorize staff to enter contract with Strategic Planning consultant

Recommendation:

Authorize the SCCAS to enter into contract with Sarah Cohen, Consultant at Big Questions Collaborative, and retain services to support the development of a five-year Strategic Plan.

Discussion:

SCCAS operates under a Socially Conscious sheltering model that prioritizes both animal well-being and community health and safety needs. SCCAS seeks to retain Big Questions Consulting to help shape the future direction of SCCAS through a participatory and inclusive strategic planning process that will culminate in a written 5-year strategic plan. This will be the first time SCCAS has engaged in strategic planning.

The scope of services will include a comprehensive environmental scan, including internal and external factors affecting the organization; In-person community meetings, facilitated by Contractor, to engage internal and external stakeholders in visioning, goal development, and prioritization; Use of focus groups, interviews, and surveys to ensure broad and inclusive engagement, including outreach to voices historically underrepresented in animal services policy and planning processes; Preparation of a written multi-year strategic plan with a mission and vision statement, actionable goals, measurable objectives, and implementation considerations. See contract Exhibit A.

**Exhibit A**

**Contract No. 2026-01**

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

This Contract, which is effective on the date it is fully executed, is between the **SANTA CRUZ COUNTY ANIMAL SERVICES AUTHORITY JPA**, hereinafter called SCCAS, and **BIG QUESTIONS COLLABORATIVE, LLC**, hereinafter called CONTRACTOR. The parties agree as follows:

**1. DUTIES.** CONTRACTOR agrees to exercise special skill to accomplish the following results: Strategic Planning Consultant Services retained to support the development of a five-year Strategic Plan as described in the Scope of Work and Proposal attached hereto as Exhibits A and B.

**2. COMPENSATION.** In consideration for CONTRACTOR accomplishing said result, COUNTY agrees to pay CONTRACTOR as follows: Payment of seven, monthly installments of \$6857 totaling \$48,000 (see Attachment A, Fee Schedule).

**3. TERM.** The term of this Contract shall be November 17, 2025, through June 30, 2026.

**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 COUNTY (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 COUNTY 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 COUNTY. 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 \$ 1,000,000 combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and SCCAS \_\_\_\_/\_\_\_\_.

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

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 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) 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 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.

**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 Work**

**Exhibit B: Proposal**

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

If Item # 13 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 \$100,000, this Contract is not binding on any party until the Contract has been approved by the Santa Cruz County Board of Supervisors.

**16. MISCELLANEOUS.** This written Contract, along with Attachments A (Scope of Work) and B (Proposal), 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.

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.

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

Sarah Faye Cohen

\_\_\_\_\_  
PRINTED

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

Amber Rowland

\_\_\_\_\_  
PRINTED

Company Name: Big Questions Collaborative LLC  
Address: 3513 Fisher Place.  
Carmel-by-the-sea, CA 93923  
Email:

**2. APPROVED AS TO INSURANCE:**

\_\_\_\_\_  
Office of Risk Management

**1. APPROVED AS TO FORM:**

\_\_\_\_\_  
Cara Townsend, JPA Counsel

## **EXHIBIT A**

### **Scope of Work**

#### **Goals for the Engagement**

SCCAS operates under a Socially Conscious sheltering model that prioritizes both animal well-being and community health and safety needs. SCCAS seeks to retain Big Questions Consulting to help shape the future direction of SCCAS through a participatory and inclusive strategic planning process that will culminate in a written 5-year strategic plan.

#### **Project Timeline**

Work will begin in November 2025 and will conclude by June 30, 2026.

#### **Fee Schedule**

Seven equal monthly payments of \$6,857 each month for seven (7) months, not to exceed \$48,000, for work performed between November 2025 and June 30, 2026. This includes reasonable local travel expenses, not to exceed 4 roundtrip trips, each month, between Monterey and Santa Cruz. Services performed outside the scope of services will be billed at \$225/hour, not to exceed 9 hours for the term of the project (\$1800 total).

The CONTRACTOR will invoice SCCAS monthly beginning in December 2025, and monthly thereafter.

#### **Project Expenses**

SCCAS will be exclusively responsible for expenses related to translation, interpretation, venue/refreshments.

#### **Scope of Services**

A comprehensive environmental scan, including internal and external factors affecting the organization; In-person community meetings, facilitated by Contractor, to engage internal and external stakeholders in visioning, goal development, and prioritization; Use of focus groups, interviews, and surveys to ensure broad and inclusive engagement, including outreach to voices historically underrepresented in animal services policy and planning processes; Preparation of a written multi-year strategic plan with a mission and vision statement, actionable goals, measurable objectives, and implementation considerations.

## EXHIBIT B

### Proposal

September 26, 2025

Amber Rowland, General Manager  
Santa Cruz County Animal Shelter (SCCAS)  
[Amber.Rowland@santacruzcountyca.gov](mailto:Amber.Rowland@santacruzcountyca.gov)

Dear Ms. Rowland,

I'm writing to express my interest in serving as the Strategic Planning Consultant for Santa Cruz County Animal Services Joint Powers Authority (SCCAS). My firm, Big Questions Collaborative (BQC), is a Monterey County-based, woman-owned strategy, facilitation, and coaching practice. Rooted in theory, honed through experience, and committed to community, we focus on mission-driven organizations ranging from local nonprofits to universities, libraries, and government agencies regionally and across the country. We leverage social impact strategy, appreciative inquiry, creative problem solving, and strengths-based coaching to explore perspectives, challenge assumptions, invite collaboration, and uncover potential. Your Request for Letters and your emphasis on developing a strategic plan based on community voices, on your values, and on an intentional yet action-oriented process makes SCCAS precisely the type of organization with whom I want to work.

My approach to strategic planning rests on three principles: strategy is social, strategy tests assumptions, and strategy is about choices. By engaging the community throughout the strategic planning process, we will build a shared understanding of values and priorities, strengthen buy-in, and focus attention on impact. As an experienced facilitator, I earn trust, widen participation, and turn dialogue into clear decisions. At the Arts Council for Monterey County, for example, I led county-wide community dialogue and public meeting facilitation that elevated difficult-to-reach, marginalized, and underserved voices. In a psychologically safe, community-centered setting, we used inquiry, design thinking, coaching, and scenario activities. Finally, we closed the loop with transparent "what we heard" summaries that showed exactly how input shaped decisions and next steps. From their stories and ideas, more equitable funding solutions and more inclusive engagement strategies emerged and are being implemented today. Other examples of local and regional strategic planning projects include:

- **Habitat for Humanity Monterey Bay:** Designed and facilitated leadership, staff, and board retreats that sharpened priorities around affordable housing, strengthened governance clarity, and activated near-term action.
- **Youth Arts Collective (YAC), Monterey:** Facilitated board and staff retreats and continued coaching the board in order to support organizational transition from founders to new staff, navigate financial challenges, and envision the organization's future built on their "do art and be kind" culture while growing organizational capacity.



- **Santa Clara University Library, San Jose:** Led an inclusive, Jesuit-informed strategic planning process that synthesized extensive staff and stakeholder input into a refreshed mission and values, key strategic themes with measurable outcomes and established timelines, and a practical implementation roadmap with clear review cadences.
- **City of Santa Barbara Department of Sustainability and Resilience:** Guided the department to establish a clear mission, vision, and values to anchor strategic planning and guide day-to-day work providing shared language, decision principles, and alignment across teams.
- **California State University Council of Library Directors:** Led a multi-campus strategic planning refresh to identify shared priorities across campuses, surface collaboration opportunities, and enable coordinated action across institutions.

The through-line through my experience with all of these organizations is a participatory process that leads to clear choices, measurable progress, and durable habits of follow-through.

What might that look like with SCCAS? I envision four questions guiding our approach to strategic planning: **What is important to us? Where do we want to go? What do we need to get there? What are we committing to?** These questions could (and should) be challenged and adapted as the work progresses. The following draft of a phased workplan includes the type of activities, clear milestones, and deliverables you can expect by working with BQC:

Phase and Timing	Activities and Deliverables (in bold)
<p><b>Phase 1:</b>  <b>What is important to us?</b>  <b>(Oct–Dec. 2025)</b></p>	<p><b>Project kickoff</b> with SCCAS Team;  <b>SWOT Analysis</b> to identify how the internal and external factors can be leveraged or mitigated to achieve goals;  <b>Stakeholder Analysis</b> based on interviews and focus groups of stakeholders from staff, community members, and key partners;  <b>In person Mission, Vision, Values (MVV) retreat</b> with volunteers, staff, and board members.</p>
<p><b>Phase 2:</b>  <b>Where do we want to go?</b>  <b>(Dec 2025–Feb 2026)</b></p>	<p><b>Virtual presentation and summary of findings</b> from stakeholder priorities including draft of <b>potential strategic themes</b>;  <b>In Person Community Charette</b> with community members, volunteers, partners, staff, and the Board, to challenge assumptions, gain feedback, and invite new thinking;</p>



	<p><b>Comparative Analysis</b> among comparable and aspirational organizations to identify areas for development, investment, and partnership.</p>
<p><b>Phase 3:</b> <b>What do we need to get there?</b> <b>(Mar–Apr 2026)</b></p>	<p><b>Select and test key priorities</b> through surveys and focus groups;  <b>Capacity Snapshots</b> with staff to thoughtfully and realistically operationalize the Strategic Plan;  <b>Board retreat</b> on operationalizing priorities based on Capacity Snapshots including discussion on potential, concerns, &amp; ways forward;  <b>Presentation of strategic blue print.</b></p>
<p><b>Phase 4:</b> <b>What are we committing to?</b> <b>(May–Jun 2026)</b></p>	<p><b>Present draft</b> of full strategic plan and <b>seek feedback</b> on draft through <b>virtual presentations</b> and surveys with Board, staff, volunteers, partners, and additional stakeholders; Present <b>revisions</b>;  <b>Final approval</b> of strategic plan;  Develop <b>Year 1 Playbook</b> that includes timelines, outcomes, and metrics;  <b>SCCAS Celebration</b> of Plan Completion and Commitments to Action.</p>

Taken together, these phases of work and deliverables pursue the following objectives:

- Co-creating a strategic planning process that inspires authentic, reflective, and generative conversations leading to shared values, priorities, and community buy-in;
- Facilitating dynamic and inclusive events that challenge expectations, build meaningful connections, and spark innovative thinking;
- Applying robust frameworks and tools that support contextual, relevant, agile, and aligned decision-making;
- Identifying tangible, actionable opportunities for redesign and transformation across services, staffing, and partnerships;
- Supporting success by establishing routines for assessing progress, celebrating impact, and maintaining alignment and momentum through timely refinement.

By engaging BQC as a consultant, SCCAS will enter into a collaborative relationship that centers co-creation and communication as a pathway to achieving these objectives. BQC builds and maintains relationships with our clients and their stakeholders that exhibit the following characteristics:



- Trust and mutual respect for the myriad ideas, perspectives, and expertise of everyone involved;
- Clear and open communication where players express thoughts, ideas, and concerns while also actively listening to and understanding alternative viewpoints;
- Flexibility and adaptability demonstrated by openness to new ideas, receptiveness to change, and willingness to adjust approaches when necessary.

BQC can begin work with SCCAS in Fall 2025 and will deliver the final plan by June 30, 2026, with periodic in-person sessions in Santa Cruz County as described above. We propose a fixed-fee, monthly billing structure to keep the work focused and predictable. The total fee is **\$48,000**, invoiced in **equal monthly payments**. Reasonable local travel is included. Translation, interpretation, venue/refreshments, and any additional in-person days would be covered directly by SCCAS or added to the scope as needed. Out-of-scope requests may be accommodated at **\$225/hour**. This pricing is based on the understanding of need, process, and deliverables articulated in this letter. As we come to learn more, we will co-create a final proposal to reflect those nuances and needs.

SCCAS described the need for a plan that is community-centered, inclusive, and inventive yet doable, measurable, and owned by the people who will bring it to life: staff, partners, and the community. It would be an honor to guide that process for SCCAS. I'm happy to answer your questions, provide references, or share samples of work with you to give you a better understanding of what this looks like in action.

Many thanks and I look forward to hearing from you,

Sarah Faye Cohen  
Principal and Founder, Big Questions Collaborative  
sarah@bigquestionscollab.com | 802-922-2353 | bigquestionscollab.com

## Agenda Item 14

TO : Santa Cruz County Animal Shelter Board of Directors  
FROM: Amber Rowland, General Manager  
DATE: December 8, 2025  
SUBJECT: Capacity for Care Report and Related Actions

Accept file the Capacity for Care report and take related actions.

### Background:

In Spring of 2024, as part of an agreement with SEIU, General Manager Rowland was directed to complete a Capacity for Care report to inform leadership, staff and the community of staffing needed to meet expected levels and types of service provided by SCCAS.

### Recommended Actions:

1. Accept and file General Manager Rowlands' Capacity for Care Report;
2. Approve the addition of two limited term full-time equivalent positions – one Animal Services Assistant (Client Services) and one Animal Care Worker, at an annual cost of \$180,573.78, for a period of two years from the date of hire to address increased operational and program demands to effectively serve the community;
3. Authorize staff to adjust Fiscal Year (FY) 2025-26 salary and benefit appropriations in the amount of \$90, 286.89 with trust funds that will be received; and
4. Direct staff to return in February 2026 with the resolution accepting unanticipated trust funds in FY 2025-26.



## Santa Cruz County Animal Shelter

1001 Rodriguez Street, Santa Cruz, CA 95062  
580 Airport Blvd., Watsonville, CA 96076  
Phone: 454-7200 Fax: 454-7210  
www.scanimalshelter.org

### Capacity for Care Report Based on FY24-25 Statistics and Staffing

Capacity for Care (C4C) is an animal sheltering concept that refers to an organization's ability to humanely meet the needs of every animal admitted for care. Several respected national organizations offer tools and guidance for calculating and using C4C, including the American Society for the Prevention of Cruelty to Animals (ASPCA), the National Animal Control Association (NACA), and the Koret Shelter Medicine Program at UC Davis (Koret).

C4C calculations can use shelter animal data to inform operations in a variety of ways. It is meant to roughly account for staffing, intakes, outcomes, and actual kennel/caging capacity. When applied to shorter time periods, it can assist in developing intake management and/or outcome promotion strategies or assist with animal pathway planning as conditions at a shelter ebb & flow. When applied to longer time periods it helps ensure humane care and housing and can inform staffing requirements and other operational and planning issues.

When calculating C4C, [Koret](#) advises that shelters consider not only the available number of safe, [species-appropriate housing units](#), but also the population balance (the percentage of animals requiring basic care vs. those needing special care and those appropriate for shared vs. single housing), length of stay, and staffing levels.

Using [calculating tools](#) developed by the Koret Shelter Medicine Program and others, C4C can be evaluated:

- Day-by-day, based on a single days' inventory;
- Monthly or annually, to find overall averages;
- By species;
- By intake or outcome type, or;
- By housing location or type (if sufficient data is available)

For this report, we've used annual intake, length of stay and staffing data to describe our physical housing capacity and evaluate our staffing levels.

**HOUSING:** In simplest form, we can determine if we are operating within or above capacity by multiplying the total number of kennels or housing units (either overall or by specific species or location) by 1.5 and comparing that to the number of animals currently in care. We multiply housing by 1.5 because not every animal is best housed by itself – litters and bonded pairs can be humanely and appropriately housed in pairs or small groups. If we have 100 cat condos, for example, and 150 cats and kittens are occupying those spaces, we may be well within a manageable capacity for care. But if most of the cats are adults that are not bonded to other cats, 150 individuals would be over-capacity. We would have to resort to sub-standard housing, and sub-standard housing should not be included in C4C calculations.

Santa Cruz County Animal Shelter, across two shelter locations, has the following species-appropriate housing units that meet (or exceed) sheltering standards:

- 70 dog kennels
- 130 cat condos & 2 rooms usually used as group rooms
- 24 rabbit/guinea pig cages
- 2 livestock pens and 7 fowl pens
- Various caging and aquaria for less-common species

**Note:** Foster homes are not included in C4C housing calculations. Every shelter has a finite number of housing units, but the potential number of foster homes is, conceptually at least, unlimited. Foster homes are key to shelter population management and can be leveraged to save and/or treat a lot of additional animals. However, it must be understood that foster placements ARE limited by staffing capacity to recruit, train, coordinate, and support both the fosters and the animals in their care. While animal care staff may be relieved of cleaning a kennel for a litter of puppies, for example, other staff will need to provide different support and services for those puppies and the fosters, and adoptable animals in foster are less visible and available to potential adopters, which can increase their overall length of stay in the shelter system.

**POPULATION BALANCE:** With 70 dog kennels, SCCAS could potentially house 105 dogs safely on any given day, assuming adequate staffing and a balanced population that included quite a few litters of puppies, bonded adults, and/or dogs small enough to not require a complete double-sided kennel. If nearly all dogs in the shelter population are large adults unable to be housed with others or in half-kennels, however, that population balance would reduce maximum capacity to closer to 70.

The same is true for cats: SCCAS could potentially house anywhere from 130 to 197 cats and kittens safely, assuming adequate staffing and a balanced, static population.

**STAFFING:** The Association of Shelter Veterinarians, in its Guidelines for Standards of Care in Animal Shelters, Second Edition, sets a basic standard for shelter staffing at 15 minutes of care per animal per day. This is for basic feeding, watering, and cleaning only. It does NOT include many other services or activities of the shelter that are generally essential, such as spay/neuter surgeries, exams & vaccinations, and client interface.

As described at the start, there are a few different well-researched options and tools to calculate the number of staff needed to care for the population of animals in a shelter. [Guidelines from the ASPCA](#) show how to calculate the number of Animal Care staff you need on any given day using the industry standard of 15 minutes of care per animal, per day.

In fiscal year (CY) 2024-25, SCCAS took in a total of 6,486 animals with an average length of stay of 12.42 days, so we housed an average of just under 221 animals per day.

Using the ASPCA calculation, we find that:

- 221 animals x .25 hrs direct care per day = 55.25 total hours of care are needed.
- 55.25 hours of care ÷ 8 hrs/day = 6.9, thus **6.9 full-time Care staff**, across both shelter locations, are recommended to provide basic care and feeding for those animals.

In FY24-25, when fully staffed, SCCAS averaged **6.1** Care staff on duty daily.

Guidance from NACA suggests a variation on C4C calculations to better account for the myriad additional duties involved in sheltering. As anyone familiar with SCCAS operations is aware, the shelter provides significantly more than feeding and cleaning of enclosures for animals in care.

NACA's C4C calculation cuts the time allocated to basic cleaning and feeding to just 3 hours per day, to account for services and tasks required in shelter operations over and above that basic care. These include, in most municipal shelters, activities like reclaim, adoption and other client interfacing, providing sterilization and other minor to moderate veterinary care, and coordinating with placement/rescue partners and fosters.

The NACA calculation method is a better reflection of the full range of services provided, and staff other than Care staff, so it is the most helpful tool for evaluating whether all non-Field Services staffing is sufficient for the number of animals served and cared for each day.

**Note:** At SCCAS, expected services also include community outreach and prevention activities, owner requested and wildlife euthanasia, coordination of cremation services, transport between shelters, and facilities upkeep, which are not part of the NACA tool.

Applying [the NACA formula](#) to SCCAS FY24-25 intake and average length of stay yields:  
 $6,486 \div 365 = 17.76$  intakes/day x 12.42 days of stay = 221 animals in care per day  
 $221 \times 15$  mins/animal = 3,310 mins of care  $\div 60$  mins/hr = 55.18 hrs of care per day  
 $55.18 \div 3 = \mathbf{18.39}$  staff/day are needed to provide 3 hrs of cleaning/ feeding plus other expected or required services

In FY24-25, when fully staffed, SCCAS had an average of **14.89** Care, Clinic & Client Services staff on duty each day.

**SPECIAL NEEDS ANIMALS:** The [Koret Shelter Medicine program calculators](#) allow us to input estimates of additional factors like the percentage of animals who need EXTRA daily care (medical or behavioral) and an estimate of how much time/staffing that extra care requires. Like the ASPCA tool, this tool only shows staffing required to provide direct care to the animals, not peripheral but essential sheltering services. This calculator is helpful to get a sense of the impact that special needs animals have on the shelter's capacity for care.

As an open-intake shelter, operating under a Socially-Conscious Sheltering framework and with limited clinical resources, SCCAS is unable to meet the needs of animals with significant medical or behavioral needs, especially for extended periods. For both humane reasons and legally mandated hold periods and care standards, we work to meet the needs of quite a few moderate-need and short-term intensive or occasional-need animals. The average percentage of animals we have on hand with on-going special needs is lower than for shelters that operate under different sheltering models, but may be higher than shelters operating under different regulations.

Estimating (conservatively) that 15% of our population requires an average of 15 minutes of *additional* time per day due to special needs, the Koret calculator shows that for an average daily population of 221 animals, our daily direct care need goes up to 17.3 mins/animal for a total of 63.72 hours of daily care, so we'd generally need **7.97** people to provide for regular and extra needs animals in our care.

In FY24-25, when fully staffed, we averaged **6.1** Care staff on duty daily.

### **ADDITIONAL CONSIDERATIONS:**

Since the pandemic, SCCAS has, like most municipal shelters across the country, seen significant increases in intakes as a result of external factors in the nation and our local community, including the shortage of veterinary professionals and increases in veterinary costs, increasing income and housing disparities, and market and economic instability.

Importantly, SCCAS nearly doubled its cat housing capacity surrounding the completion of the Phase I expansion project that was completed in 2022. Most of the added space was allocated to cat housing, with 20 new housing units. At the same time, another large room, formerly used for 2 workstations and some rabbit housing, was repurposed to become what is now our “stray cat” room, with 31 cat housing units. This increase in housing units has allowed SCCAS to safely and humanely house far more cats and for longer periods than before the expansion. It has significantly reduced our cat euthanasia rates and may be a factor in our increased cat adoption rates. All of this is great news for cats and those who care about them, but staffing was not adjusted accordingly.

### **CONCLUSION & RECOMMENDATION:**

Per [Dr. Kate Hurley, DVM](#), from the Koret Shelter Medicine program “Exceeding capacity for care is ultimately an imbalance between intakes and outcomes, combined with a prolonged length of stay. There are three levers you can pull: First, increase outcomes even a little, decrease intake even a little, and decrease the length of stay any amount.”

SCCAS has, under our Socially Conscious Sheltering framework, worked extremely hard to “pull levers” to operate and provide services that ensure humane and safe housing at the shelter, increase live outcomes, prevent further increases in intakes, reduce length of stay, and support health & safety in the community. We have done this through careful case management, protocol adjustments, significantly increased fostering, and re-activation of significant prevention efforts in the community. We have honestly also done so by deferring less urgent but truly essential responsibilities like policy, procedure and program development and documentation, facility maintenance, and staff training, development, and wellness support.

What is unsaid in Dr. Hurley’s quote is that one way to “increase outcomes” and “decrease length of stay” is to euthanize more animals, sooner. That approach is not widely supported by the public we represent and serve nor by shelter staff and can push the bounds of California law.

An additional “lever” not mentioned by Dr. Hurley, but very effective if you have the means, is staffing. You can increase C4C by increasing staff. As shown by all three of the accepted C4C tools, but especially by the NACA measure, that time has come for SCCAS.

Exhibits:       FY24-25 Intake Outcome Report  
                  FY24-25 Length of Stay Report

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

Kennel Statistics Report  
 Animals Taken Into Shelter from 07/01/24 to 06/30/25  
**All Jurisdictions Combined**

	DOG	PUPPY	CAT	KITTEN	BIRD	RABBIT	LIVESTOCK	OTHER	TOTAL
Adoption Return	35	14	20	10	0	1	0	0	80
Born@Shelt	0	28	1	37	0	0	0	0	66
Dead on Arrival	125	0	74	0	6	1	2	38	246
Owner Requested Euthanasia	202	1	118	4	27	7	0	17	376
Pph	89	8	30	22	0	0	0	0	149
Protective Custody	173	20	11	1	108	0	5	0	318
Quarantine	17	1	6	0	1	0	0	6	31
Safe Hold	6	0	1	0	0	0	0	0	7
Stray	988	180	935	931	59	30	6	57	3,186
Surrendered by Owner	441	154	387	354	134	49	11	101	1,631
Transfer	8	1	3	8	0	0	0	0	20
Wildlife	0	0	0	1	185	14	0	176	376
<b>TOTAL</b>	<b>2084</b>	<b>407</b>	<b>1586</b>	<b>1368</b>	<b>520</b>	<b>102</b>	<b>24</b>	<b>395</b>	<b>6,486</b>

Kennel Statistics Report  
Animals That Left Shelter from 07/01/24 to 06/30/25  
**All Jurisdictions Combined**

	DOG	PUPPY	CAT	KITTEN	BIRD	RABBIT	LIVESTOCK	OTHER	TOTAL
<b>Adopted</b>	493	249	554	866	112	49	5	76	2,404
<b>Died</b>	1	1	4	10	3	2	0	0	21
<b>Disposal</b>	19	1	113	13	4	0	0	1	151
<b>Euthanized</b>	212	21	316	160	51	5	1	8	774
<b>Lostreport</b>	1	0	0	0	0	0	0	0	1
<b>Missing</b>	0	0	0	1	2	0	0	0	3
<b>Pph</b>	48	2	15	9	0	0	0	0	74
<b>Returned to Owner</b>	801	44	234	30	59	4	9	4	1,185
<b>Transferred to Another Shelter</b>	219	67	235	240	63	26	5	75	930
<b>TOTAL</b>	<b>1794</b>	<b>385</b>	<b>1471</b>	<b>1329</b>	<b>294</b>	<b>86</b>	<b>20</b>	<b>164</b>	<b>5,543</b>

**Length of Stay by Outcome Type**  
**Animals that left the shelter between 7/1/2024 - 6/30/2025**

*Does not include time in foster care*  
*Kittens/Puppies are 180 days or younger*

<b>NO OUTCOME TYPE</b>	Total Animals	Total Days	Length of Stay
<b>CAT</b>	<b>2</b>	<b>2</b>	<b>1.00</b>
Adult Cat	2	2	1.00
<b>DOG</b>	<b>1</b>	<b>6</b>	<b>6.00</b>
Adult Dog	1	6	6.00

<b>ADOPTION</b>	Total Animals	Total Days	Length of Stay
<b>BIRD</b>	<b>112</b>	<b>1,289</b>	<b>11.61</b>
Domestic	8	44	5.50
Fowl	104	1,245	12.09
<b>CAT</b>	<b>1,421</b>	<b>18,003</b>	<b>13.06</b>
Adult Cat	526	10,531	20.98
Kitten	869	7,069	8.26
No Age Cat	26	403	15.50
<b>DOG</b>	<b>745</b>	<b>7,474</b>	<b>10.91</b>
Adult Dog	491	6,015	13.28
No Age Dog	1	1	1.00
Puppy	253	1,458	6.20
<b>LIVESTOCK</b>	<b>5</b>	<b>86</b>	<b>17.20</b>
Goat/Sheep	4	74	18.50
Swine	1	12	12.00
<b>OTHER</b>	<b>127</b>	<b>4,204</b>	<b>33.10</b>
Fish	1	2	2.00
Rabbit	51	2,269	44.49
Reptile	19	158	8.32
Rodent	56	1,775	31.70

<b>DIED</b>	Total Animals	Total Days	Length of Stay
<b>BIRD</b>	<b>4</b>	<b>16</b>	<b>4.00</b>
Domestic	1	1	1.00
Fowl	3	15	5.00
<b>CAT</b>	<b>14</b>	<b>54</b>	<b>3.86</b>
Adult Cat	1	17	17.00
Kitten	10	31	3.10
No Age Cat	3	6	2.00
<b>DOG</b>	<b>2</b>	<b>10</b>	<b>5.00</b>
Adult Dog	1	2	2.00
Puppy	1	8	8.00
<b>OTHER</b>	<b>5</b>	<b>6</b>	<b>1.20</b>
Mammal	3	3	1.00
Rabbit	2	3	1.50

<b>DISPOSAL</b>	<b>Total Animals</b>	<b>Total Days</b>	<b>Length of Stay</b>
<b>BIRD</b>	<b>10</b>	<b>317</b>	<b>31.70</b>
Fowl	6	194	32.33
Wild	4	123	30.75
<b>CAT</b>	<b>139</b>	<b>1,415</b>	<b>10.18</b>
Adult Cat	38	463	12.18
Kitten	14	108	7.71
No Age Cat	87	844	9.70
<b>DOG</b>	<b>41</b>	<b>647</b>	<b>15.78</b>
Adult Dog	27	510	18.89
No Age Dog	12	129	10.75
Puppy	2	8	4.00
<b>OTHER</b>	<b>61</b>	<b>387</b>	<b>6.45</b>
Mammal	55	271	5.02
Rabbit	4	114	28.50
Rodent	2	2	1.00

<b>EUTH</b>	<b>Total Animals</b>	<b>Total Days</b>	<b>Length of Stay</b>
<b>BIRD</b>	<b>252</b>	<b>1,605</b>	<b>6.37</b>
Domestic	4	8	2.00
Fowl	101	1,448	14.34
Wild	147	149	1.01
<b>CAT</b>	<b>576</b>	<b>2,854</b>	<b>4.98</b>
Adult Cat	247	1,520	6.20
Kitten	162	736	4.54
No Age Cat	167	598	3.60
<b>DOG</b>	<b>418</b>	<b>2,134</b>	<b>5.14</b>
Adult Dog	351	1,756	5.02
No Age Dog	45	249	5.66
Puppy	22	129	6.14
<b>LIVESTOCK</b>	<b>1</b>	<b>5</b>	<b>5.00</b>
Goat/Sheep	1	5	5.00
<b>OTHER</b>	<b>148</b>	<b>262</b>	<b>1.78</b>
Mammal	61	65	1.08
Rabbit	22	102	4.64
Reptile	4	25	6.25
Rodent	61	70	1.15

<b>FOSTER</b>	Total Animals	Total Days	Length of Stay
<b>BIRD</b>	<b>8</b>	<b>112</b>	<b>14.00</b>
Fowl	8	112	14.00
<b>CAT</b>	<b>1,137</b>	<b>8,333</b>	<b>9.48</b>
Adult Cat	112	1,282	13.08
Kitten	1,019	7,007	8.98
No Age Cat	6	44	8.80
<b>DOG</b>	<b>557</b>	<b>5,418</b>	<b>13.89</b>
Adult Dog	265	3,931	20.37
No Age Dog	5	34	6.80
Puppy	287	1,453	7.45
<b>OTHER</b>	<b>45</b>	<b>996</b>	<b>23.16</b>
Rabbit	27	704	28.16
Reptile	6	14	2.33
Rodent	12	278	23.17

<b>LOSTREPORT</b>	Total Animals	Total Days	Length of Stay
<b>DOG</b>	<b>1</b>	<b>1</b>	<b>1.00</b>
No Age Dog	1	1	1.00

<b>MISSING</b>	Total Animals	Total Days	Length of Stay
<b>BIRD</b>	<b>2</b>	<b>2</b>	<b>1.00</b>
Fowl	2	2	1.00
<b>CAT</b>	<b>1</b>	<b>4</b>	<b>4.00</b>
Kitten	1	4	4.00

<b>PPH</b>	Total Animals	Total Days	Length of Stay
<b>CAT</b>	<b>24</b>	<b>177</b>	<b>7.38</b>
Adult Cat	14	19	1.36
Kitten	9	29	3.22
No Age Cat	1	129	129.00
<b>DOG</b>	<b>50</b>	<b>57</b>	<b>1.14</b>
Adult Dog	46	53	1.15
No Age Dog	2	2	1.00
Puppy	2	2	1.00

<b>RTO</b>	<b>Total Animals</b>	<b>Total Days</b>	<b>Length of Stay</b>
<b>BIRD</b>	<b>60</b>	<b>579</b>	<b>9.81</b>
Domestic	6	14	2.33
Fowl	54	565	10.66
<b>CAT</b>	<b>284</b>	<b>1,097</b>	<b>4.08</b>
Adult Cat	215	881	4.36
Kitten	32	73	2.43
No Age Cat	37	143	3.86
<b>DOG</b>	<b>860</b>	<b>2,466</b>	<b>3.39</b>
Adult Dog	765	2,096	3.23
No Age Dog	50	238	5.41
Puppy	45	132	3.47
<b>LIVESTOCK</b>	<b>9</b>	<b>51</b>	<b>5.67</b>
Equine	5	6	1.20
Goat/Sheep	3	32	10.67
Swine	1	13	13.00
<b>OTHER</b>	<b>11</b>	<b>297</b>	<b>27.00</b>
Mammal	1	1	1.00
Rabbit	4	180	45.00
Reptile	3	5	1.67
Rodent	3	111	37.00

<b>TRANSFER</b>	<b>Total Animals</b>	<b>Total Days</b>	<b>Length of Stay</b>
<b>BIRD</b>	<b>67</b>	<b>740</b>	<b>11.04</b>
Domestic	4	79	19.75
Fowl	60	658	10.97
Wild	3	3	1.00
<b>CAT</b>	<b>475</b>	<b>6,230</b>	<b>13.12</b>
Adult Cat	181	4,024	22.23
Kitten	240	2,012	8.38
No Age Cat	54	194	3.59
<b>DOG</b>	<b>286</b>	<b>2,808</b>	<b>9.82</b>
Adult Dog	191	2,266	11.86
No Age Dog	28	194	6.93
Puppy	67	348	5.19
<b>LIVESTOCK</b>	<b>5</b>	<b>100</b>	<b>20.00</b>
Goat/Sheep	3	19	6.33
Swine	2	81	40.50
<b>OTHER</b>	<b>115</b>	<b>3,124</b>	<b>27.17</b>
Fish	2	26	13.00
Mammal	13	13	1.00
Rabbit	26	1,135	43.65
Reptile	23	268	11.65
Rodent	51	1,682	32.98

<b><u>GRAND TOTALS:</u></b>	<b><u>Total Animals</u></b>	<b><u>Total Days</u></b>	<b><u>Length of Stay</u></b>
	<b>8,081</b>	<b>73,368</b>	<b>12.42</b>

<b>BIRD</b>		<b>515</b>	<b>4,660</b>	<b>10.06</b>
	Domestic	23	146	6.35
	Fowl	338	4,239	12.54
	Wild	154	275	1.79
<b>CAT</b>		<b>4,073</b>	<b>38,169</b>	<b>13.05</b>
	Adult Cat	1,336	18,739	14.03
	Kitten	2,356	17,069	7.24
	No Age Cat	381	2,361	6.20
<b>DOG</b>		<b>2,961</b>	<b>21,021</b>	<b>10.28</b>
	Adult Dog	2,138	16,635	7.78
	Puppy	679	3,538	5.21
	No Age Dog	144	848	5.89
<b>LIVESTOCK</b>		<b>20</b>	<b>242</b>	<b>15.13</b>
	Equine	5	6	1.20
	Goat/Sheep	11	130	11.82
	Swine	4	106	26.50
<b>OTHER</b>		<b>512</b>	<b>9,276</b>	<b>20.12</b>
	Fish	3	28	9.33
	Mammal	133	353	2.65
	Rabbit	136	4,507	33.14
	Reptile	55	470	8.55
	Rodent	185	3,918	21.18

**From:** Hawk Mendenhall <hawkmendenhall@gmail.com>  
**Date:** December 2, 2025 at 9:18:04 AM PST  
**To:** sryan@ci.capitola.ca.us  
**Subject:** Fwd: County animal control agency rebuilding

----- Forwarded message -----

**From:** **San Diego Union-Tribune** <[email@newsletters.sandiegouniontribune.com](mailto:email@newsletters.sandiegouniontribune.com)>  
**Date:** Mon, Dec 1, 2025 at 1:07 PM  
**Subject:** County animal control agency rebuilding  
**To:** <[hawkmendenhall@gmail.com](mailto:hawkmendenhall@gmail.com)>

Chief Ryan,

As the new head of the JPA Board for the Santa Cruz County Animal Shelter I thought you might be interested in this story surrounding the issues confronting San Diego County Animal Services.

Best of luck in your new role.

Hawk Mendenhall

Live Oak

# The San Diego Union-Tribune

Leaders of the San Diego County Department of Animal Services blame huge jumps in turnover on the pandemic and long shifts. Now they say they're on track to reverse those trends.



By [Lucas Robinson](mailto:lucas.robinson@sduniontribune.com) | [lucas.robinson@sduniontribune.com](mailto:lucas.robinson@sduniontribune.com) | The San Diego Union-Tribune

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*Animal Control Lt. Lewis Petersen carries a dog that was found wandering on Friday, Oct. 10, 2025 in Ramona, CA. (Ana Ramirez / The San Diego Union-Tribune)*

A law enforcement call in the animal kingdom can take many forms.

San Diego County animal services officers can investigate a person for hoarding dogs, or owning a ferret as a pet — a crime in California.

They respond to coyote pups separated from their mothers and to birds with broken wings. Cockfighting draws scrutiny, too, with homes searched for steroids or gaffs — the sharp blades that get strapped to a fighting rooster’s feet.

Lt. Lewis Petersen has seen this and much more in his 35 years with the county’s Department of Animal Services, which handles animal control for all of the county’s far-flung unincorporated areas.

That means officers spend a lot of each 10-hour shift on the road, bouncing between county shelters, mountain ranges and the dirt roads of rural communities. “The job can get very monotonous,” Petersen told The San Diego Union-Tribune recently, en route to an injured bird on a Mount Laguna roadside.



*Animal Control Lt. Lewis Petersen picks up a northern flicker that was likely hit by a car on Friday, Oct. 10, 2025, in Mount Laguna. The bird was taken to Project Wildlife, where staff would assess whether it could be released back into the wild or needed to be euthanized. (Ana Ramirez / The San Diego Union-Tribune)*

A decade ago, the county agency was a major player in animal welfare across the region, its officers across three shelters serving six cities, including San Diego, along with unincorporated communities.

Then in 2017, an effort led by a Republican-controlled Board of Supervisors saw the department hand over its contracts with cities to the San Diego Humane Society, which led the county to lay off dozens of staffers.

In the years since, the department has seen turnover soar.

Forty of its 59 employees left last year — a turnover rate of 68%.

In its budget, the agency has the money for 12 officers. But until November, for months only five had been in the field, tending to injured wildlife, wrangling stray dogs and urging animal owners to comply with county rules.

Petersen said turnover has hurt the department for a long time, but it’s recently claimed many experienced officers — meaning many of the personnel getting sent out on calls are brand new to the job. It’s also affected the agency’s shelter and other administrative staff.

“It’s been just difficult for us,” he said.

Amid the wave of turnover last year, a new director arrived to the department with an eye on rebuilding it.



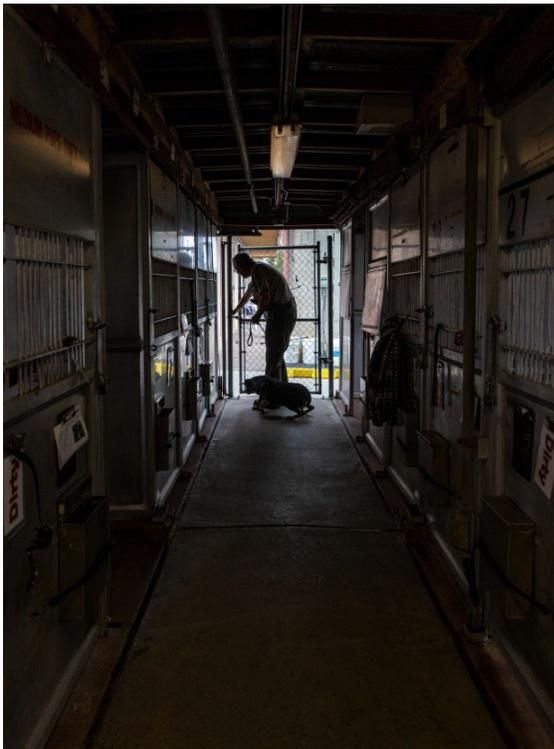
*Animal Services Director Vaughn Maurice has a meeting with staff on Wednesday, Nov. 5, 2025, in Bonita. (Ana Ramirez / The San Diego Union-Tribune)*

Vaughn Maurice, a Louisiana native, formerly worked as the animal services director for Stanislaus County and the executive director of the Humane Society of Utah.

His office sits in the corner of a wood-paneled trailer strung with an American flag and animal-print blankets at the department's Bonita shelter.

“COVID didn’t help any animal organization,” Maurice said, blaming his department’s past turnover on the strains of the pandemic, long shifts and nationwide trend in shelter overcrowding that hit the department’s two shelters hard.

“A lot of organizations nationally saw an increase in turnover,” he said. “We saw more than our fair share of it, but certainly it was not isolated to us.”



*Animal Control Lt. Lewis Petersen takes a dog to a kennel at the Bonita shelter. (Ana Ramirez / The San Diego Union-Tribune)*

To fight turnover, Maurice has shortened officers’ shifts from 13 hours to 10. Dispatch now triages calls, at times asking residents to bring animals to shelters themselves in a bid to cut down on work for officers.

This year, the department is on track to have lost only 36% of its staff, nearly halving last year’s turnover rate, he said.

Petersen said new officers take to the law enforcement part of the job very quickly. But he said the breadth of calls officers have to handle in the field proves more difficult.

During a ride-along with the Union-Tribune, Petersen recovered an injured northern flicker woodpecker and a bloodied raccoon from roadsides in Mount Laguna. He drove them to Project Wildlife, the San Diego Humane Society's wildlife rehabilitation program, near the University of San Diego.

"You can teach someone to handle animals," Petersen said. "But to go into an experience with every type of animal there is, it's not the same. It's really hard to pick up."

Later in the day, he picked up two stray dogs from properties in Ramona, hoisting them into stalls on his truck before driving them back to the county's shelter in Bonita.

At the shelter, Petersen weighed, photographed and gave tick medicine to one of the two strays, before leading it down a corridor of cages with barking dogs — many of them up for adoption and tended to by staff and volunteers.

The county has made considerable investment to replace the 70-year-old Bonita shelter, where the repairs it needs are now far more expensive than replacing the facility.

Last year, the county broke ground on a \$37 million shelter in Santee, which will give staff and officers a new, modernized outpost to house animals and get dispatched to calls throughout the county.

The new shelter is set to open in the summer. No plans have been made for the future of the Bonita shelter, which sits near the Sweetwater Reservoir. Another shelter in Carlsbad will continue to operate.

### **'An amazing agency' under strain**

For years, when San Diego County faced a wildfire or other emergency, Denise Gove was in charge of saving the animals. She led the department's community animal response team, or CART; its volunteers would work behind roadblocks to evacuate animals and get them to safety.

"It was an amazing agency," said Gove, who retired this year after 13 years with the department.

Ten years ago, Gove recalls, the department took a lot of pride in its emergency response efforts and training academy, and its staff were well-trained and could rely on their superiors.

At the time, the department's staff serviced San Diego and the smaller communities of Carlsbad, Del Mar, Encinitas, Solana Beach and Santee. But county supervisors had other plans for the agency.

Looking to cut costs, supervisors ended the contracts with the cities. The Humane Society, already the animal services provider for a handful of cities, won those contracts; it still serves 13 of the county's 18 cities.



*Animal Control Lt. Lewis Petersen lassos a Queensland heeler that was found by a couple on Friday, Oct. 10, 2025, in Ramona. (Ana Ramirez / The San Diego Union-Tribune)*

Supervisors then launched a separate effort they called managed competition. Animal services had to submit a bid alongside the Humane Society to show it could keep serving unincorporated communities at the lowest possible cost.

“This is healthy,” then-Supervisor Dianne Jacob said at the time. “It gives (employees) the opportunity to get together, huddle down and say, ‘How can we become more efficient? How can we become better at what we do?’”

The department beat out the Humane Society for the unincorporated area. But as a result of losing the contracts with the cities, its staff was slashed from 124 to 60, its budget from \$19 million to \$8 million.

Weeks before supervisors ended the contracts with cities in 2017, longtime director Dawn Danielson retired. Another longtime official, Dan DeSousa, succeeded her but retired in 2020.

To replace DeSousa, the county tapped Kelly Campbell, a former executive with the American Society for the Prevention of Cruelty to Animals; she started the job in March 2020, just as the COVID-19 pandemic began.

During her tenure, turnover in the department jumped. That year, the department lost more than a quarter of its employees, and a similar share the following year. In 2022, turnover rose to 45%; it hit 52% the following year.

Meanwhile, Gove said, the agency became increasingly chaotic.

“I cannot even comprehend the cost of this staff turnover,” she said. “It costs a lot of money to hire a person, obviously to pay for it and the training — and then all of that walks away.”

Campbell left last year. She did not respond to requests for comment.



*Animal Control Lt. Lewis Petersen prepares to pick up a northern flicker from the side of the road on Friday, Oct. 10, 2025, in Mount Laguna. (Ana Ramirez / The San Diego Union-Tribune)*

Two interim directors — Steve Lujan and Carl Smith — followed. But both men’s brief tenures were punctuated by accusations of retaliatory firings from former staff, county records show.

Officer Melissa Prettyman said Smith accused her of defamation, demanded \$13,000 and eventually forced her to resign, after she complained about him at a county supervisors meeting and reported his relationship with a subordinate to human resources. The county denied a claim she filed last year, said spokesperson Chuck Westerheide.

In an interview last week, Prettyman said she recently filed a lawsuit. The former animal services officer of 13 years said the turnover she witnessed meant the public had not gotten “the quality service they deserve” from the agency.

When Lujan was interim director, shelter processing technician Susannah Clayton says she complained to him that the agency was illegally spaying cats in the shelter before officially classifying them as strays, and that he responded by telling her to resign or be fired. The county settled a lawsuit she filed this year for \$65,000, Westerheide said.

Neither Smith, who no longer works for the county, nor Lujan, now the county’s assistant director of child support services, returned a request for comment.

Clayton declined a request for comment, and the county declined to comment on her lawsuit.

### **‘Let’s look to the future’**

Maurice said he’s not aware of any issues with retaliation under past leadership. But he’s focused on righting the department, and stanching the flow of experienced staff.

“You have to take the attitude of: Let’s start from where we are,” he said. “We’re not here to worry about the past. Let’s look to the future. Let’s do what we can to make things right within the shelter, and look at how can we make some changes to help employees so that they want to stay and can do their job better.”

Other metrics show the department trending in the right direction, Maurice added. It’s now fully staffed with 12 officers — it added five new ones just last month, all of them with past experience in animal services.



*Animal Control Lt. Lewis Petersen drops off a bird and a raccoon at Project Wildlife on Friday, Oct. 10, 2025, in San Diego. (Ana Ramirez / The San Diego Union-Tribune)*

Petersen welcomes the needed help from the new hires, adding he thinks “new leadership is taking the department in the right direction.”

Reforms have also reduced the number of open cases officers have to work, with

average monthly open cases dropping from 157 last year to 30 this year. That’s been achieved through multiple policy changes, Maurice said, like relying on other staff to transport animals and setting standards to close out unsubstantiated complaints.

And the average amount of time animals spend at the shelter — a key metric — dropped from 33 days when Maurice joined the department to 21 days. Maurice cited the department’s expanding social media presence and community events for the drop.

The share of animals that are euthanized also fell over the same period, from 10% to 7%.

With the department set to move into its new shelter in May, Maurice said it’s “in a great place moving forward.”

“We can always get better,” he said. “Certainly there’s more room for improvement, and we’re working on that.”