

STANISLAUS ANIMAL SERVICES AGENCY
"SERVING YOUR COMMUNITY TOGETHER"

3647 Cornucopia Way
Modesto CA 95358

Phone: 209.558.7387 Fax: 209.558.2138
www.stanislausanimalservices.com

Stanislaus Animal Services Agency Board Meeting Agenda



September 17, 2026 – 9:00am

Ceres Community Center
2701 4th Street
Ceres, CA 95307



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Joint Powers Agency Meeting Notice

Thursday September 17, 2026, Ceres Community Center, 2701 4th Street, Ceres, CA

The Joint Powers Agency welcomes you to its meetings, which are held by announcement, and your interest is encouraged and appreciated.

The agenda is divided into two sections:

CONSENT CALENDAR: These matters include routine financial and administrative actions. All items on the consent calendar will be voted on at the beginning of the meeting under the section titled "Consent Calendar." If you wish to have an item removed from the Consent Calendar, please make your request at the time the Agency Chairperson asks if any member of the public wishes to remove an item from consent.

REGULAR CALENDAR: These items will be individually discussed and include all items not on the consent calendar, all public hearing and correspondence.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE AGENCY ON A MATTER ON THE AGENDA: Please raise your hand or step to the podium at the time the item is announced by the Agency Chairperson. In order that interested parties have an opportunity to speak, any person addressing the Agency will be limited to a maximum of 3 minutes unless the Chairperson of the Agency grants a longer period of time.

PUBLIC COMMENT PERIODS: Matters under the jurisdiction of the Agency, and not on the posted agenda, may be addressed by the general public at the beginning of the regular agenda and any off-agenda matters before the Agency for consideration. However, California law prohibits the Agency from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Joint Powers Agency for Stanislaus Animal Services. Any member of the public wishing to address the Agency during the "Public Comment" period shall be permitted to be heard once for up to 3 minutes. If you would like to provide a written comment, please email your comment to the Clerk of the SASA Board at Sasapubliccomment@Stancounty.com by 4:00 p.m. on Wednesday, the day before the meeting, and include the Agenda Item Number or Public Comment Period in the subject line of the email. Your written comment will be distributed to the SASA Board and kept on file as part of the official record of the SASA Board meeting.

Materials related to an item on this Agenda submitted to the Agency after distribution of the agenda packet are available for public inspection in the Clerk's office at 3647 Cornucopia Way, Modesto, CA during normal business hours.

NOTICE REGARDING NON-ENGLISH SPEAKERS: Joint Powers Agency meetings are conducted in English and translation to other languages is not provided. Please make arrangements for an interpreter if necessary.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Executive Director of Animal Services at (209) 342-1740. Notification 72 hours prior to the meeting will enable the Agency to make reasonable arrangements to ensure accessibility to this meeting.

MATERIALS: Materials related to an item on this Agenda submitted to the Joint Powers Agency after distribution of the agenda packet are available for public inspection in the Animal Services Office at 3647 Cornucopia Way in Modesto, during normal business hours.



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September 17, 2026

1. **Welcome:**
2. **Roll Call (Silent):**
3. **Presentations:**
4. **Public Comment Period: (Limit of 3 minutes per person):**
5. **Consent Calendar:**
 - A. Approve the Agency Board Meeting Minutes from 08/20/26.
6. **Correspondence:** None
7. **New Business:**
 - A. Approval to Adopt the Stanislaus Animal Services Agency Five-Year Strategic Plan for Fiscal Years 2027-2032
 - B. Approval of the Amended Conflict of Interest Code for the Stanislaus Animal Services Agency
8. **Informational Reports:**
 - A. Executive Director Report – Craig Gundlach
 - B. Board Comments and Reports
9. **Adjournment:**



**THE GOVERNING BOARD
OF THE JOINT POWERS AGENCY OF THE
STANISLAUS ANIMAL SERVICES AGENCY (SASA)**
Meeting Minutes

Regular Meeting

Thursday

August 20, 2026

Members Present:

Jewel Warr, Alternate for Stanislaus County-Chair
Scotty Douglass, Alternate for City of Modesto-Vice-Chair
Mike Willett, Alternate for City of Patterson
Steve Williams, City of Ceres
Dominique Romo, City of Hughson
Mike Pitcock, City of Waterford

Staff Present:

Jesus Mendoza, Deputy County Counsel
Megan Morriss, Confidential Assistant IV
Stephanie Loomis, Business Manager

Guests and Dignitaries: None

The meeting was called to order at 9:00 am by Chair, Jewel Warr.

1. **Welcome:** Jewel Warr-Chair
2. **Roll Call:** Silent. All members present.
3. **Presentations:** None
4. **Public Comment Period (Limit of 3 minutes per person):**
 - Kathy Hall-Boyer-Fostered 100+ dogs; asked for more community spay/neuter; concerned about high numbers of unwanted animals.
 - Christina Wilson- Requested affordable spay/neuter and low-cost vet care; concerned about euthanasia list creation; suggested looking to Manteca/Lathrop for community spay/neuter models.
 - Ron-Spoke about prior shelter inspections; referenced Hayden's Act and CA Penal Code 599(d); cited Merced County's inmate-care and creative adoption events.
 - Tina von Stade-Asked for TNR resources; noted community trappers driving to Fresno; requested TNR and fostering workshops, more adoption events, and more cat-focused social media presence.
 - Samantha Lopez-Requested halt to current euthanasia practices; urged review of RED list process; noted dogs appearing on lists within days; advocated for low-cost spay/neuter and hiring a contract vet.

- Cynthia Homen-Requested review of RED list process; emphasized the importance of rescue volunteer support; stated animals need more time to find homes.
- Nancy Klein- Highlighted community contributions; stated strategic plan issues remain unresolved; urged implementation of spay/neuter expansion and overcrowding solutions; asked to place the 90-day plan on September agenda.
- Claudia Henley-Shared photos of two dogs scheduled for euthanasia; asked for extensions when kennels are available; noted last week's list had 32 dogs and 30 were placed; urged giving the two dogs a chance.
- Kelly Ceglio- Raised concerns about RED list practices, unused kennels, poor rescue communication, inconsistent procedures, transparency issues; stated accountability is lacking; cited an example of Louie being listed before his hold ended; criticized public comment reduction from 5 to 3 minutes.

5. Minutes of Previous Meeting:

- Motion to approve 7/29/26, 7/30/26 and 8/10/26 minutes. (City of Waterford/City of Modesto; 6-0)
- Motion to approve 7/16/26 minutes with correction. (City of Modesto/City of Hughson; 6-0)

Public comment: None

6. Correspondence: Written public comments were distributed to each Board member. Written public comments are part of the official record and are available for inspection/can be requested.

7. New Business:

- A. Motion to approve the Chair and Vice Chair to work with Stanislaus County Chief Executive Officer-Human Relations Division, Employer of Record, in managing the recruitment to fill the vacant Stanislaus Animal Services Agency Executive Director position. (City of Waterford/City of Modesto; 6-0)

Public comment:

- Tina von Stade-requested an open recruitment and a stronger process informed by past recruitment challenges, with qualifications tailored to SASA's specific needs.
- Kelly Ceglio-emphasized the need for rescue experience, revenue-generation skills, strong oversight, and vision.
- Nancy Klein-called for a strengthened recruitment process focused on prevention, capacity management, community engagement, collaboration, leadership and accountability.
- Unknown speaker-recommended greater focus on performance improvement, data tracking, customer service, transparency, and clear guiding principles.

Board comments-

- City of Modesto thanked the public for their comments and Craig Gundlach for accepting the Interim Director position, noting his previous success in building community relationships. The Board acknowledged lessons learned from the past and expressed a commitment to moving forward positively, with a focus on process improvements, efficiency, administrative experience and strong community relationships for the permanent director.
- Stanislaus County advised that they have learned from past recruitments. Advised that Stanislaus County and City of Modesto have served on the prior two recruitments and have been with the agency for many highs/lows.

8. Informational reports:

- A. Announcement of SASA Interim Executive Director in accordance with Government Code Section 54953(c)(3).
- B. Introduction of Craig Gundlach, Interim Executive Director.
 - Thanked the Board for the opportunity to step into this role again.
 - Unique, multitasking and multifaceted position here at SASA.
 - Intention is to mentor leaders, care for the staff, foster positive relationships with the community and do right for the animals.
 - Leadership team at SASA has been pushing forward in the absence of a director. We owe them a huge thank you for that. Thank you to Stephanie, Connie and Megan for continuing to lead through this transition.
 - Work has continued on many of the items the public brought up today. Including the RED list, spay/neuter, foster program, medical services and capacity.
 - Thank you to the volunteers, rescue and networkers. Hundreds of animals leave the shelter each year because of them. They have given SASA a piece of their lives to save animals.
 - Monthly statistics sheet has been revised for this month going forward.

Board comments:

- City of Waterford thanked Craig Gundlach for stepping into this role. We appreciate your relationship with the rescue volunteers. Advised we need to get a handle on the RED list.

Public comment:

- Cynthia Homen-wants to see SASA rebuild the relationship with the rescues. A lot of work is needed to rebuild those relationships. Some rescues won't even work with SASA anymore.
- Tina von Stade-on the monthly statistics sheet, 59 cats were euthanized in July. That is way too many. Will be

doing a public records request to get the details on the 59 cats' euthanasia. Do we need to strengthen our cat foster program to bring that number down?

- Kelly Ceglie-thank you to Craig for the openness and caring expressed in his director's report out. Please include the experts in the rescue volunteer world too. Their experience shouldn't be discounted.
- Nancy Klein-thank you to Craig. Statistics-addendum to report regarding euthanasia decisions was started when Lily was here. One month was published but the numbers did not match and then they went away. Data is everything. It drives decision making. Would like that to come back.

Board comments:

- City of Patterson advised that August is his last meeting. Another representative, Johanna Ferreira, will be joining the Board for City of Patterson going forward. Thanked the Board for all their help. Thanks, the rescue volunteers for all that they do to assist SASA.

9. Adjournment: 10:03am

ATTESTED: Megan Morriss, Clerk
of the Governing Board
of the Joint Powers Agency
of the Stanislaus Animal Services Agency
State of California



STANISLAUS ANIMAL SERVICES AGENCY ACTION AGENDA SUMMARY

AGENDA DATE: September 17, 2026

AGENDA #: 7A

SUBJECT:

Approval to Adopt the Stanislaus Animal Services Agency Five-Year Strategic Plan for Fiscal Years 2027-2032

DISCUSSION:

In July 2025, staff contracted with Stevenson Wallace to facilitate the development of a comprehensive strategic plan for Stanislaus Animal Services Agency (SASA). Beginning in September 2025, Stevenson Wallace initiated an extensive stakeholder research process that included surveys of SASA partners and staff, two focus groups with elected officials from partner agencies, and 13 individual interviews with partners, peers, and industry leaders.

A public strategic planning session was held at the January 2026 SASA Board meeting to share stakeholder feedback, define what success looks like for animal welfare in Stanislaus County, assess resident sentiment through public comment, and identify next steps for addressing community requests and SASA resourcing needs.

A Strategic Plan Ad-Hoc Committee, comprised of Board members from Stanislaus County, the City of Hughson, and the City of Waterford, was established at the March 2026 SASA Board meeting to oversee the evaluation and implementation of strategies identified during the January Strategic Planning session. Working with the Executive Director, the Committee partnered closely with Stevenson Wallace to develop a strategic plan intended to support SASA's core functions and enhance services for the community. Although the consultant delivered an initial draft of the Strategic Plan, the Ad-Hoc Committee determined that it needed additional consideration, prioritization, context, and intention. The Ad-Hoc Committee subsequently met independently to revise, fully develop, and strengthen the plan, and the version presented today reflects that work.

Strategic Plan Overview

The basis for the resulting five-year strategic plan was the synthesis and then clear identification of SASA's core functions as a public animal shelter: public health and safety; intake and sheltering; veterinary care and compassion; adoption and reunification; and public education and outreach. To be successful and have a meaningful impact on the community, the plan would need to focus on solidifying the agency's ability to perform its core functions well. This requires a strategic approach to direct activities in a prioritized manner to ensure core, primary functions are done with expertise, skill, and confidence prior to initiating expansion and further development.

The Five-Year Strategic Plan is structured into the following segments: Executive Summary; Stakeholder Research and Engagement Process; Vision, Mission, Values; Core Functions; Strategic Priorities; Five-Year Objectives and Action Plan; and Timeline Overview (High-Level). The plan is intended to guide staff and the Board in fine-tuning, developing, implementing, and monitoring shelter programs and services to ensure effective, quality service delivery to the community. The following are key elements of this plan.

Vision, Mission, Values

Vision: A leading shelter that preserves public health and safety, protects animals in crisis, and promotes responsible pet ownership, while working to remediate animal overpopulation in the community

Mission: To champion a safe, healthy community for animals and the humans who love them.

Values:

- Public Health and Safety
- Compassion and Respect
- Animal-Focused Care
- Humane, Evidence-Based Decision-Making
- Transparency and Accountability

Strategic Priorities

The Agency will address the following priorities over the next five years while maintaining a clear focus on its core functions and a commitment to improving community services:

1. Address surgical backlog for adoptable animals
2. Increase communication and engagement with our community
3. Invest in the retention, skills, and satisfaction of our staff
4. Improve customer service, coordination, and responsiveness
5. Expand access to affordable veterinary care and services

These priorities represent targeted initiatives that strengthen operational capacity, enhance community trust, and improve outcomes for animals and residents.

Next Steps

Upon Board adoption of the Five-Year Strategic Plan, staff will begin implementation, focused on the objectives and action plan identified therein, fully supported by the Board. Implementation will include rolling out the plan to all employees, volunteers, and partners to ensure the plan is a living document that guides decisions and directs development and that the vision, mission, and values are incorporated into everyday activities. Staff will provide annual updates on progress made towards objectives and identify any associated budgetary or staffing related requests as needed, pointing to the affiliated strategic priority for support.

The Strategic Plan Ad-Hoc Committee members fully support this five-year plan and join staff in recommending it to the full SASA Board.

STAFF RECOMMENDATION:

1. Adopt the Stanislaus Animal Services Agency Five-Year Strategic Plan for Fiscal Years 2027–2032.

FISCAL IMPACT:

There is no immediate fiscal impact associated with adoption of this plan. However, there may be fiscal impacts in the future as staff begin implementing the strategies identified in the plan. As costs are determined and programs are ready to be initiated, staff will return to the SASA Board to request approval for any necessary increases in appropriations and/or position allocation. Funding needs for strategies implemented beyond Fiscal Year 2027 will be incorporated into the regular budgeting process.

AGENCY BOARD ACTION:

On motion of _____: , Seconded by _____:

and approved by the following vote:

Ayes:

Noes:

Excused or Absent:

Abstaining:

- 1) Approved as recommended.
- 2) Denied.
- 3) Approved as amended.

Motion:



Five-Year Strategic Plan

Fiscal Years 2027 – 2032



Executive Summary

Stanislaus Animal Services Agency (SASA) is a government-run animal shelter located in Modesto, California. Established in 2009 as a joint powers authority, the shelter serves the communities located in its partners' jurisdictions: City of Modesto, City of Ceres, City of Hughson, City of Patterson, City of Waterford, and the unincorporated areas within Stanislaus County. City and County leadership serve on the SASA Board and support the SASA Executive Director and staff who operate the shelter in service to the community.

Over the next five years, SASA will work to improve services to those we serve, animals and humans alike. With a focus on our vision, mission, and values, staff will direct their efforts in alignment with five strategic priorities to accomplish a series of objectives following a specific action plan. Progress will be monitored annually, with activities and adjustments in operations occurring as needed throughout the five-year period.

Under the premise and understanding that governments provide animal shelters to serve as a public safety and welfare system that protects animals, supports public health, and benefits communities in a variety of ways, the following five-year strategic plan serves as comprehensive guidance for operational change, improvement, expansion, and ultimately, excellence in the field.

*"Adopting one animal may not change the world,
but for that animal, their world changes forever." – Unknown*

Stakeholder Research and Engagement Process

In July 2025, SASA contracted with **Stevenson Wallace** to facilitate the development of a comprehensive Strategic Plan for the Agency. To ensure the plan reflected the needs, expectations, and experiences of SASA's partners, staff, and the broader community, Stevenson Wallace launched an extensive stakeholder research process beginning in September 2025.

This multi-method engagement effort included:

- **Surveys of SASA Board members and SASA staff**, designed to assess organizational strengths, challenges, and priority areas for investment.
- **Two facilitated focus groups with elected officials** from partner jurisdictions to gather insights on community expectations, service gaps, and priorities for SASA's future direction.
- **A total of 13 in-depth interviews with partners, peers, and industry leaders**, including representatives from animal welfare organizations, veterinary associations, county departments, municipal shelters, and regional experts. These conversations provided nuanced perspectives on SASA's current operations, long-term challenges, and opportunities for service enhancements.

To deepen shared understanding and synthesize stakeholder feedback, a public SASA Board strategic planning session was held in January 2026. During this session, Board members, staff, and community participants reviewed the results of the stakeholder research, defined what success in animal welfare should look like for Stanislaus County, explored resident sentiment through public comment, and identified initial next steps for addressing community requests and SASA's resourcing needs.

Following the January session, the JPA established a Strategic Plan Ad-Hoc Committee at its March 2026 meeting. The Committee was comprised of representatives from Stanislaus County, the City of Hughson, and the City of Waterford and was charged with overseeing the evaluation, refinement, and implementation of strategies emerging from the January retreat. Working in partnership with the Executive Director, the Committee collaborated closely with Stevenson Wallace to develop a Strategic Plan that would strengthen SASA's core

functions, improve service delivery, and align resources with the needs of the County's animals and residents.

Although Stevenson Wallace delivered an initial draft plan, the Ad-Hoc Committee determined that the document did not meet the necessary standards for clarity, feasibility, or alignment with stakeholder input. As a result, the Committee reconvened independently to revise, expand, and strengthen the plan. The final version reflects that additional work and represents a more accurate and actionable roadmap informed by the full breadth of stakeholder engagement, operational insights, and community priorities.

Summary of Key Stakeholder Insights

Through surveys, interviews, focus groups, and facilitated discussion, stakeholders surfaced several consistent themes that informed the Strategic Plan.

Chronic Underfunding and Staffing Shortages

Stakeholders overwhelmingly described SASA as under-resourced relative to the level of service expected by the community. Staffing shortages, including veterinary, field, and customer service staff, were cited as major barriers to meeting operational needs, preventing burnout, and improving service quality.

Need for Clearer Mission, Role Definition, and Communication

Across stakeholder groups, there was a strong desire for SASA to more clearly communicate its core functions, capacity limitations, and service expectations. Many noted that community confusion, such as misunderstandings about intake policies, licensing, or shelter capacity, contributes to frustration and reduces trust.

Customer Service and Responsiveness Issues

Stakeholders consistently cited challenges in reaching staff by phone, delays in response times, limited walk-in availability, and inconsistent follow-up. Improvements in customer service training, staffing levels, and communication protocols were identified as essential to strengthening community trust and overall satisfaction.

Insufficient Veterinary Capacity

Surgical and clinic capacity emerged as one of SASA's most urgent needs. Stakeholders highlighted significant spay/neuter backlogs, limited ability to support public-facing clinics, and the need to grow veterinary staffing, either internally or through contracted partnerships, to improve animal flow and expand community access.

Overcrowding and Rising Animal Overpopulation

Stakeholders reported concerns about persistent shelter overcrowding, increasing stray and feral populations, and limited capacity to perform spay/neuter surgeries and Trap, Neuter, Release (TNR) efforts. Many emphasized the need for expanded population-control strategies and upstream interventions to reduce shelter intake.

Strong Interest in Upstream, Community-Based Solutions

Interviews and focus groups emphasized the importance of preventing animals from entering the shelter whenever possible. Stakeholders strongly supported expanding owner-support services, community vaccine clinics, TNR programs, and foster networks, as well as increasing field services for licensing and canvassing.

The following five-year plan will provide guidance and direction to strengthen core functions, improve customer service, address internally and externally identified issues, and provide a strong foundation on which to build and expand services that are planful and thoughtful. Through the strategies identified within the plan, staff and partners can work together in support of a stronger, more sustainable shelter operation that has the capacity to continue to develop with the flexibility needed to meet the changing needs of this community.

Vision, Mission, Values

Vision

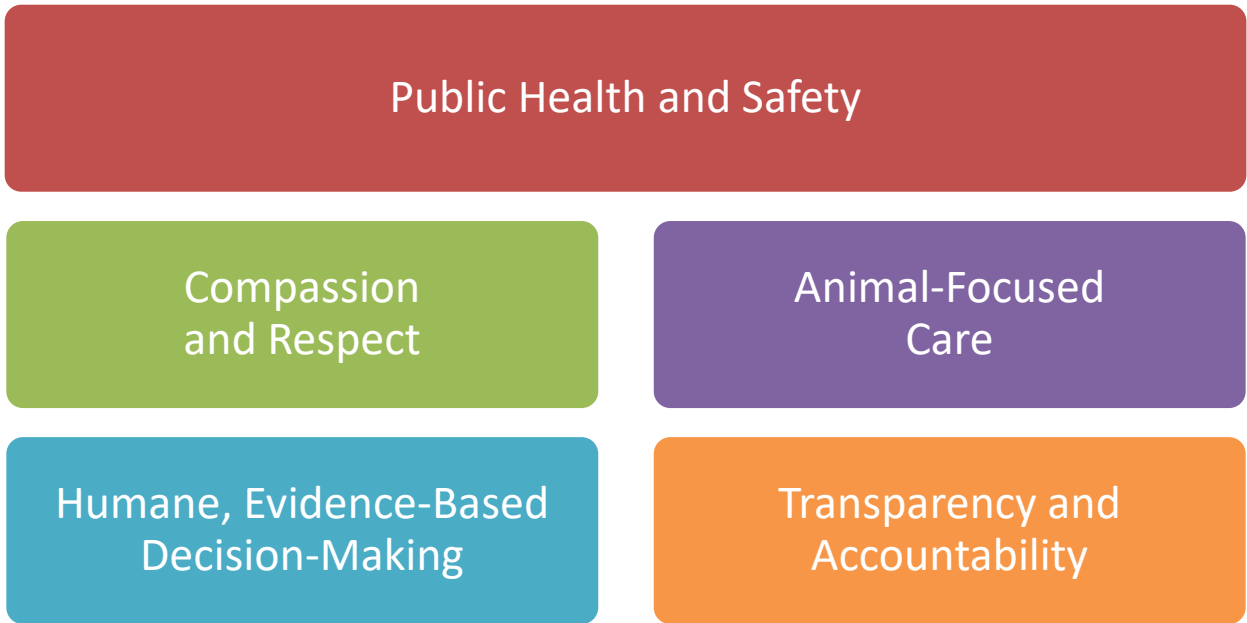
A leading shelter that preserves public health and safety, protects animals in crisis, and promotes responsible pet ownership, while working to remediate animal overpopulation in the community

Mission

To champion a safe, healthy community for animals and the humans who love them

Values

We are committed to compassion, transparency, and quality animal care, working with our community to save lives, prevent suffering, and promote public health and safety through an adherence to the following values:



Core Functions and Strategic Priorities

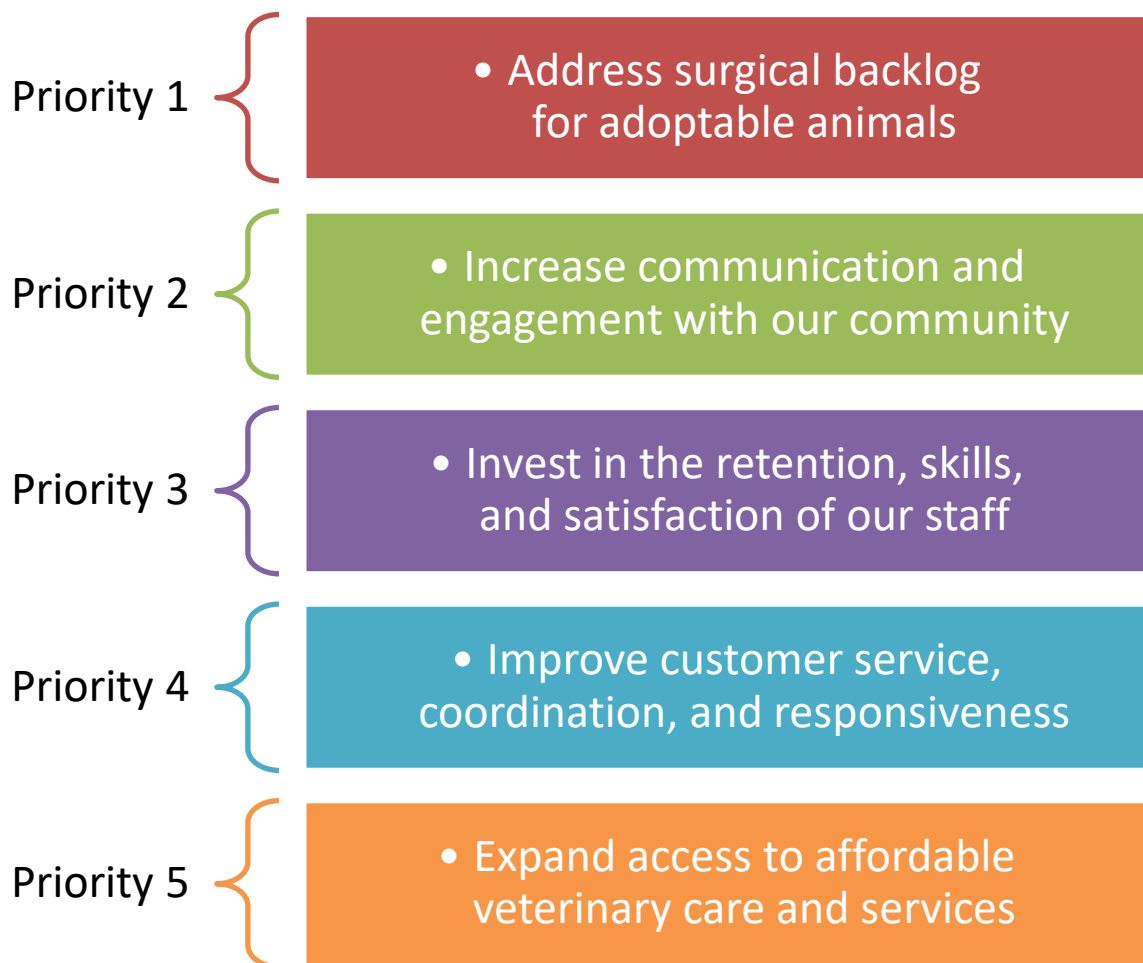
Core Functions

Under California Government Code Section 25802, local boards have the authority to maintain, regulate, and govern public animal shelters. Stanislaus Animal Services Agency is responsible for the following core functions as a government-managed and operated animal shelter in support of its six distinct jurisdictions:



Strategic Priorities

With a clear focus on the agency's core functions and a strong determination to advance benefits to the community it serves, the Stanislaus Animal Services Agency will address the following five priorities over the next five years:



"To do two things at once is to do neither." – Publilius Syrus

Five-Year Objectives and Action Plan

Priority 1: *Address surgical backlog for adoptable animals*

Objectives

- Increase spay and neuter surgeries of adoptable animals
- Reduce reliance on Foster-to-Adopt program¹
- Improve shelter surgical capacity

Action Plan

- Fill vacant veterinary support positions to ensure sustainable surgical rotation
- Evaluate hospital operations and implement any needed adjustments to maximize surgical capacity
- Prioritize spay/neuter surgeries to address Foster-to-Adopt animals to increase permanent adoptions
- Utilize additional contract veterinary support to reduce surgical backlog, providing some spay/neuter surgeries for appointments for the public

Staffing Needs

- Consider additional contract veterinary support in addition to existing full-time staffing

Budgetary Needs

- One-time costs associated with increased surgeries to address backlog, including additional medication, supplies, contracted support, and staff time, as needed
- Ongoing costs associated with percentage of appointments for public-facing spay/neuter appointments

¹Foster-to-Adopt program extends the time SASA is responsible for adoptable animals by prolonging adoption into the animal's forever home due to its unaltered state, representing a liability to the agency regarding ongoing care, illness, and/or injury.

Priority 2: *Increase communication and engagement with our community*

Objectives

- Improve access to timely shelter information and key data points
- Increase engagement with members of the community
- Reduce confusion and the spread of misinformation

Action Plan

- Launch an engaging, modern website with user-friendly dashboards and key data, linkable from each partner agency's website
- Provide access to shelter policies that are clearly stated and consistently followed
- Grow social media presence to emphasize success stories, clear roles, and available resources
- Evaluate and expand adoption promotional opportunities
- Assess and restructure volunteer opportunities and volunteer program operations
- Clarify roles and responsibilities through memoranda of understanding with rescue partners

Staffing Needs

- Consider a new position (either part-time, shared, or full-time allocated) focused on public information, communications, community engagement, promotions, marketing, and customer service

Budgetary Needs

- One-time costs associated with website design and implementation
 - Ongoing costs associated with addition of communications support staffing
-

Priority 3: *Invest in the retention, skills, and satisfaction of our staff*

Objectives

- Improve overall job satisfaction of our staff
- Increase training and development opportunities for staff at all levels of the organization
- Increase positive acknowledgement of accomplishments

Action Plan

- Pursue professional development opportunities to build staff skills and knowledge
- Leverage additional training resources through the County and City partner agencies to support staff retention, development, and overall performance
- Conduct “Stay Interviews” as opposed to “Exit Interviews” when it is too late, seeking real-time feedback on what works and what needs improvement
- Produce and issue an annual employee engagement survey, aiming for improvement year-over-year
- Evaluate organizational and classification structures along with staffing levels, recommending changes where appropriate

Staffing Needs

- Potential for one-time and/or ongoing support based on analysis of staff feedback and staffing studies

Budgetary Needs

- One-time costs associated with establishing professional development opportunities and conducting staffing studies
-

Priority 4: *Improve customer service, coordination, and responsiveness*

Objectives

- Improve customer service and interactions with the public
- Enhance coordination with shelter partners
- Improve responsiveness for calls, emails, and field services

Action Plan

- Invest in extensive customer service training, encouraging peer support and recognition among staff
- Evaluate partnership agreements, expectations, and policies, identifying areas for improvement
- Identify office inefficiencies, service gaps, and organizational structure, seeking solutions to address operational needs
- Evaluate benefits of using DocuPet and consider enhancing or pursuing another provider through RFP process

Staffing Needs

- Potential for additional staffing needs based on efficiency and gap analysis

Budgetary Needs

- One-time costs associated with training and efficiency study
 - Potential ongoing costs associated with any staffing needs identified through efficiency and gap analysis
-

Priority 5: *Expand access to affordable veterinary care and services*

Objectives

- Increase frequency of vaccination clinics
- Increase capacity for affordable public-facing spay/neuter surgeries²
- Increase TNR capacity through partnerships and/or internal operations, focused on sustainability²

Action Plan

- Launch updated and more robust vaccination clinic schedule, including outreach and promotional materials to reach the community
- Leverage relationships with contract and local veterinarians to provide expanded affordable spay/neuter clinic slots with increasing frequency²
- Revitalize the LOVE Clinic to increase the number of affordable spay/neuter available to the public (could be achieved through RFP or internal staffing)²
- Identify and develop meaningful partnerships to expand TNR efforts, focused on sustainability to ensure efforts continue

Staffing Needs

- Consider additional contract veterinary support in addition to existing full-time staffing
- Potential for growth and development of the LOVE Clinic and additional veterinary staffing

Budgetary Needs

- Ongoing costs to support increased frequency of vaccination clinics
- Ongoing costs associated with additional contracted services
- Potential for additional ongoing costs associated with LOVE Clinic if supported by internal staffing resources

²Public-facing options will be prioritized for expansion once internal backlog (Priority 1) has been adequately addressed and mitigated

Timeline Overview (High-Level)

This strategic plan serves to guide policy direction, program development, and staff activities over the next five years. Following the identified objectives and action plan will be critical to the agency's success, closely aligned with strategic priorities that establish and strengthen core functions prior to considering the appropriate and planful expansion of services to the community. The following timeline will guide efforts toward this end and will be re-assessed annually for adjustment, as needed. Opportunities may arise sooner than anticipated, allowing for shifts in preliminary timing estimates and movement earlier in the process.

Years 1-2: Build Foundation

- Address spay/neuter surgeries to increase adoptions, allowing for some low-cost public options and TNR support as soon as reasonably possible
- Develop communications, marketing, and engagement protocols
- Launch updated website (with or without rebranding)
- Pursue professional development opportunities for staff
- Develop vaccination schedule to provide additional clinics

Years 3-4: Scale and Strengthen

- Evaluate organizational structure and efficiencies, seeking solutions for any identified gaps or inefficiencies
- Expand low-cost spay/neuter surgeries schedule, considering partnership and/or different business model feasibility
- Establish comprehensive and long-term TNR program

Year 5: Optimize and Finalize

- Evaluate and update fee schedule
 - Update the Capital Improvement Plan for the next five years
 - Achieve full maturity of programs, major capital improvements, advanced data reporting, and workforce development
-





**STANISLAUS ANIMAL SERVICES AGENCY
ACTION AGENDA SUMMARY**

AGENDA DATE: September 17, 2026

AGENDA #: 7B

SUBJECT:

Approval of the Amended Conflict of Interest Code for the Stanislaus Animal Services Agency

DISCUSSION:

The Political Reform Act requires every local government agency to review its conflict of interest code on a biennial basis to determine if it is accurate or needs amendment. An agency's conflict of interest code must reflect its current structure and properly identify all officials and employees who must file a Statement of Economic Interest (Form 700), as well as the financial interests they are required to disclose.

The Stanislaus Animal Services Agency Conflict of Interest Code has been amended to clarify what each designated position must disclose and when disclosures are required.

County Counsel has reviewed the amended conflict of interest code in compliance with Government Code Section 87309 and determined that it meets all legal requirements.

The County Board of Supervisors serves as the code reviewing body for county agencies and other local government agencies whose jurisdiction lies solely within the county (e.g., school districts). An amended conflict of interest code is not effective until it has been approved by the code reviewing body.

STAFF RECOMMENDATION:

Approve the Amended Conflict of Interest Code for the Stanislaus Animal Services Agency and direct staff to obtain approval from the Stanislaus County Board of Supervisors.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

AGENCY BOARD ACTION:

On motion of: _____, Seconded by _____,
and approved by the following vote:

Ayes:

Noes:

Excused or Absent:

Abstaining:

- 1) Approved as recommended.
- 2) Denied.
- 3) Approved as amended.

Motion:

**CONFLICT OF INTEREST CODE FOR THE
STANISLAUS ANIMAL SERVICES AGENCY**

The political Reform Act (Government Code section 81000 et seq.) requires each state and local government agency to adopt and promulgate a Conflict of Interest Code. The Fair Political Practices Commission has adopted a regulation (Ca. Code of Regs., tit. 2 § 18730), which contains the terms of a standard conflict of interest code that can be incorporated by reference in an agency's code. The state standard conflict of interest code may be amended by the Fair Political Practices Commission after public notice and hearings to conform to amendments in the Political Reform Act. Therefore, the terms of Section 18730 of the Title 2 of the California Code of Regulations, and any amendments to it duly adopted by the Fair Political Practices Commission, are hereby incorporated by reference and, along with Appendices A, B, and C, designating officials and employees and establishing disclosure categories, shall constitute the Conflict of Interest Code of the Stanislaus Animal Services Agency.

All officials and designated employees required to submit a statement of economic interests shall file their statements with the agency's Secretary for the Stanislaus Animal Services Agency. The agency shall retain the originals of statements for all Designated Positions, Employees, and Officials named in the agency's Conflict of Interest Code. All retained statements, original or copied, shall be available for public inspection and reproduction (Gov. Code Section 81008).

APPENDIX A

**CONFLICT OF INTEREST CODE FOR THE
STANISLAUS ANIMAL SERVICES AGENCY**

PART I – DESIGNATED POSITIONS

Under provisions of the Standard Code, designated employees and officials shall file statements of economic interests. Listed below are the designated employees and officials for the Stanislaus Animal Services Agency and the appropriate disclosure categories for filing:

<u>POSITIONS</u>	<u>DISCLOSURE CATEGORY:</u>
Member Agency Representative	1
Member Agency Alternate Representative	1
Executive Director	1
Veterinarian	1
Operations Manager II	1
Business Manager II	1
Legal Counsel	1
Members of the Stanislaus Advisory Committee	1
Members of the Animal Court	2
Retired Contract Employee	2
Consultants	3

APPENDIX B

CONFLICT OF INTEREST CODE FOR THE STANISLAUS ANIMAL SERVICES AGENCY

DISCLOSURE CATEGORIES FOR DESIGNATED POSITIONS

CATEGORY 1

All sources of income including gifts, loans and travel payments, interests in real property and investments and business positions in business entities located in or doing business in Stanislaus County.

CATEGORY 2

All investments and business positions in business entities and sources of income, including gifts, loans and travel payments, which provide supplies, materials, machinery, equipment, leased facilities or services, including training and consulting services, of the type utilized by the Stanislaus Animal Services Agency.

CATEGORY 3

Consultants shall disclose, pursuant to Category 1, subject to the following limitation:

The Executive Director of the Agency may determine in writing that a particular consultant, although a “designated position,” is hired to perform a range of duties that are limited in scope and thus is not required to fully comply with the disclosure requirements described in this section. Such written determination shall include a description of the consultant’s duties and, based upon that description, a statement of the extent of disclosure requirements. Such determination shall be a public record and shall be retained for public inspection in the same manner and location as the Conflict of Interest Code.

APPENDIX C

CONFLICT OF INTEREST CODE FOR THE STANISLAUS ANIMAL SERVICES AGENCY

PLACE OF FILING

PART I – DESIGNATED EMPLOYEES/OFFICIALS

Where: Stanislaus Animal Services Agency
3647 Cornucopia Way
Modesto, CA 95358

TIME OF FILING

Initial Statements

Stanislaus Animal Services Agency shall furnish to each designated employee, upon their employment or appointment, a Form 700 – Annual Statement of Economic Interests. The employee or official will within 30 days of employment or appointment submit the completed Statement to Stanislaus Animal Services Agency to retain the original in the Secretary of Stanislaus Animal Services Agency's office.

Leaving Employment/Termination/Resignation/Leaving Office

Stanislaus Animal Services Agency shall furnish to each designated employee or official, upon their leaving employment or office, a Form 700 – Annual Statement of Economic Interests. The employee will within 30 days of leaving employment or office submit the completed Statement to Stanislaus Animal Services Agency to retain the original in the Secretary of Stanislaus Animal Services Agency's office.

Annual Statements

All designated employees and officials shall file statements no later than April 1. If a person reports for military service as defined in the Servicemember's Civil Relief Act, the deadline for the annual statement of economic interests is 30 days following the person's return to office, provide the person, or someone authorized to represent the person's interest, notifies the Secretary of the Stanislaus Animal Services Agency's office in writing prior to the applicable deadline that the person is subject to that federal status and is unable to meet the applicable deadline, and provides the Secretary of the Stanislaus Animal Services Agency's office verification of the person's military Status.

August 2026 Monthly Report



Total Animals Admitted to SASA*



767

About 25 Per Day

Incoming Animals



274 Dogs and 132 Puppies



127 Cats and 221 Kittens



13 Other

* medical

Outgoing Animals



341

Adoptions

177

162



2



158

Transferred To A Partner
Agency (501c3)

125

31



2



202

Foster

169

33



46

Return to owner

38

8



0



99

Trap/Neuter/Return**
& Working Whiskers



54

Humane Euthanasia

10 * medical

41 *medical 36
*prewean 5



3 * medical

Additional Shelter Statistics****

754 Calls For Field Service

Assist Law Enforcement: 20

Deceased Animal Pick Up: 81

Investigation: 84

Trap: 0

Information: 36

Rescue: 4

Wild: 4

Other: 223

Stray: 184

Transport: 50

Extra Service: 6

Patrol: 62

Owned: 0



459.88

Volunteer Hours Donated
By 23 Citizens



33

***Animals Diverted From
Shelter-



0

No Clinics Held



374

Surgeries performed

*Total animal intake excludes disposal request and animal dropped off for medical services

**TNR (Trap Neuter Return)-This program allows community and feral cats to continue to live their lives outdoors. These cats are vaccinated, ear-tipped, altered and released.

***Diverted-Animals who we were able to keep out of the shelter by returning them home in the field

****Information listed pertains only to SASA field services and Modesto field services are not included.

www.StanislausAnimalServices.com

SASAINfo@stancounty.com

(209)558-7387

Stanislaus Animal Services Agency - 3647 Cornucopia Way, Modesto, CA 95358



STANISLAUS
Animal Services
AGENCY

Fall in Love

ADOPTION WEEK

**Starting Sunday,
September 13th through
Saturday, September 19th**

**WE'RE WAIVING
ADOPTION FEES**

**for all dogs who are
6 months and older!**

**\$12 LICENSE FEE MAY
APPLY TO ADOPTERS**

**JENNY
ID: A614032**

3647 CORNUCOPIA WAY MODESTO CA