



NOTICE AND CALL OF REGULAR MEETING
OF THE COASTAL ANIMAL SERVICES AUTHORITY
JPA BOARD OF DIRECTORS

TO MEMBERS OF THE COASTAL ANIMAL SERVICES AUTHORITY:

NOTICE IS HEREBY GIVEN that a Regular Meeting of the Coastal Animal Services Authority is hereby called to be held on Monday, February 7th, 2022 at 8:00 AM at the City of San Clemente City Hall, 910 Calle Negocio, San Clemente, CA 92672 .

Said Regular Meeting shall be held to consider the following agenda items:

1. See attached list.

Jamey Federico
Chairperson

**Agenda for Coastal Animal Services Authority
Regular Board Meeting
February 7th, 2022
8:00 a.m.**

Location:
City of San Clemente City Hall
Community Conference Room, 1st Floor
910 Calle Negocio
San Clemente, CA 92672

THE PUBLIC WILL BE PERMITTED TO PHYSICALLY ATTEND THE COASTAL ANIMAL SERVICES AUTHORITY'S JPA MEETING TO WHICH THIS AGENDA APPLIES, PROVIDED SOCIAL DISTANCING AND MASKING MANDATES ARE FOLLOWED. THE CALIFORNIA DEPARTMENT OF PUBLIC HEALTH GUIDELINES REQUIRE MASKS TO BE WORN IN ALL INDOOR PUBLIC SETTINGS, IRRESPECTIVE OF VACCINE STATUS. YOU MAY ALSO CALL INTO THE MEETING BY DIALING 949-361-8330, AND INPUT THE PARTICIPANT CODE 927-996-90 #.

PLEASE NOTE THAT CASA IS MAKING EVERY EFFORT TO FOLLOW THE SPIRIT AND INTENT OF THE BROWN ACT AND OTHER APPLICABLE LAWS REGULATING THE CONDUCT OF PUBLIC MEETINGS, IN ORDER TO MAXIMIZE TRANSPARENCY AND PUBLIC ACCESS. IT WOULD BE APPRECIATED IF COMMUNICATIONS OF PUBLIC COMMENTS RELATED TO ITEMS ON THE AGENDA, ARE DISCUSSED DURING THE MEETING.

AGENDA ITEMS

1. Call to Order

- Pledge of Allegiance

2. Approval of minutes

- Regular Meeting of December 6, 2021
- Special Meeting of December 13th, 2021
- Special Meeting of January 11, 2022

3. Budget

- Consideration of approving the Payroll Warrants and Registers for the period: December 1, 2021 – February 1, 2022

4. CalPERS Update

- Isabel Safie, BB&K City Attorney

5. Operations, Policies, Procedure

- CASA's 2022 Strategic Plan Draft

6. Items from the Staff

- Shelter Manager's Report
- JPIA Voting Delegate/Alternate Confirmation

7. Items from the Board

8. Items from the City

9. Items from PPF

10. Oral Communications. Members of the audience who wish to address the JPA Board on matters that are within the jurisdiction of the Coastal Animal Services Authority, but not separately listed on the agenda, may do so during the Oral Communications portion of the meeting.

11. Recess to Closed Session to discuss the following:

A. CONFERENCE WITH LABOR NEGOTIATORS


Pursuant to Gov't Code Section 54957.6

Agency designated representatives: CASA JPA Board members/Legal Counsel

12. Meeting Reconvened

13. Adjournment

Next Regular JPA Meeting to be held on April 4th, 2022 at the San Clemente City Hall, 910 Calle Negocio, Conference Room A, San Clemente, CA.



Jamey Federico, Chairperson, CASA Board 

P/JPA December 02/07/2022/Agenda



COASTAL ANIMAL SERVICES AUTHORITY JPA MEETING AGENDA REPORT

Meeting Date: February 7th, 2022

Department: CASA, Animal Services
Prepared By: Kimberly Cholodenko, Animal Services Program Manager

Subject: *CASA's Strategic Plan Discussion*

Fiscal Impact: None

Background: The Coastal Animal Services Authority (CASA), developed a 5 year strategic plan in 2014-2019, that defined specific objectives in support of the 10 strategic goals. This plan provided guidance on shaping our services to best address the changing needs of our shelter animals and our communities. Since 2019, the shelter staff has continued to make progress by following the outline and goals of this Strategic Plan, demonstrating their commitment to the plan and its goals for the shelter.

Discussion: CASA's strategic planning process is designed to build upon past successes, and also accommodate proactive responses to changing environments.

A component to this 5 year Strategic Plan (2022-2027), will be for the JPA Board and staff to review the Strategic Plan draft, and modify it as necessary in order to meet the potential changing needs of the shelter and the communities served.

Following a review of the previous Strategic Plan for 2014-2019, CASA made adjustments and developed an action plan for the upcoming years that sets forth specific projects and programs to further the Plan. The proposed plan is more streamlined and focused. Staff has considered several issues during this process which included financial constraints, available staffing resources, community demand, and relevance to the goals within the Strategic Plan.

Recommended Action: STAFF RECOMMENDS THAT the JPA Board discuss and provide input for CASA's Strategic Plan

Attachments: CASA's 2014-2019 Strategic Plan
CASA's 2022-2027 Strategic Plan Draft

Notification: Through the normal agenda process

COASTAL ANIMAL SERVICES AUTHORITY
(CASA)

STRATEGIC PLAN 2014-2019

COASTAL ANIMAL SERVICES AUTHORITY

STRATEGIC PLAN 2014-2019

INTRODUCTION

Strategic planning plays a central role in setting the framework for decision making in organizations such as the Coastal Animal Services Authority. The planning process entails questions, analyzing data, identifying critical issues and results in establishing goals and objectives.

The emphasis is on strategic, forward thinking. A Strategic Plan links all of the involved members (staff, volunteers, public) with an understanding of where the organization is heading and what steps it will be taking to reach these goals. The Plan can be revised and updated as the circumstance change.

STRATEGIC GOALS

The following ten strategic goals were identified in the planning process and will be the main focus around which the Plan was constructed.

GOALS:

- 1) CASA will review and periodically update its mission statement.
- 2) CASA will continue to work to increase adoptions and decrease euthanasia at its facility.
- 3) CASA will take steps to improve its operations and staffing in order to provide a high quality work environment for its employees and volunteers and a high quality of service to the animals in its care.
- 4) CASA will work to enhance its image and visibility in the communities it serves.
- 5) CASA and PPF (Pet Project Foundation) will continue to build a well-respected and influential community education outreach program.
- 6) CASA will perform ongoing assessments of its internal operations to assure a high level of public service and satisfaction, and will perform assessments to ensure that it is offering competitive fees for adoptions, licensing and vaccinations.
- 7) CASA will perform a comprehensive facilities assessment and will continue the capital improvements.

- 8) CASA along with PPF will take steps to improve the effectiveness of its volunteer program, focusing on recruitment, training, evaluation, and retention.
- 9) CASA is committed to implement improved planning and evaluation efforts including contract negotiations, risk assessments, and budgetary processes.
- 10) CASA will perform an assessment of its information technology needs and develop a plan to upgrade and integrate the most efficient programs to service our needs.

GOAL 1:

CASA WILL REVIEW AND PERIODICALLY UPDATE ITS MISSION STATEMENT.

During the strategic planning process CASA's mission statement was reviewed and revised. Every effort will be made to communicate these principles to staff, volunteers, and the general public. The new mission statement is as follows:

MISSION STATEMENT: CASA will strive to facilitate the placement of stray and unwanted animals and pets in desirable homes; to establish and maintain an animal shelter, which promotes the health, care and handling, and prevent over population and the prevention of cruelty to animals. The animals in our care are never euthanized due to lack space, or due to exceeding a predetermined amount of time.

GOAL 2:

CASA WILL CONTINUE TO WORK TO INCREASE ADOPTIONS AND DECREASE EUTHANASIA AT ITS FACILITY.

Over the next five years CASA will implement a number of measures designed to meet this goal. It is recognized that a variety of approaches are needed to achieve these goals.

- Increasing the number of adoptions requires increased public awareness of the pets available for adoption. In order to do this CASA will continue to run "Pet of the Week" notices in local newspapers.
- Additional "Pet of the Week" notices will be posted on our city websites and at Council Meetings. We will also continue to participate in monthly advertisements of our animals in a County Magazine.
- A dog trainer will be available as well as adoption counselors to assist the public in the selection of an appropriate pet and reduce the recidivism rate.
- Temperament testing will continue on all animals to support the above objective.
- An Animal Behavior Program will be implemented to provide information at the shelter and on the website to help owners with issues, such as barking dogs, spraying cats, etc.
- Through volunteer and animal control efforts, work to reduce the number of feral cat colonies.
- Post lost dog notices on CASA's website.
- Expand our dog rescue connections and collaborative efforts.
- Pursue every means to publicize our animal promotions.

GOAL 3:

CASA WILL TAKE STEPS TO IMPROVE ITS OPERATIONS AND STAFFING IN ORDER TO PROVIDE A HIGH QUALITY WORK ENVIRONMENT FOR ITS EMPLOYEES AND VOLUNTEERS AND A HIGH QUALITY OF SERVICE TO THE ANIMALS IN ITS CARE

CASA will implement a number of measures to increase the effectiveness of its internal operations. Measures will also be taken to increase revenue and reduce expenditures.

- Review CASA's policies and procedures, to update them, and create new policies and procedures to provide guidance and assure uniformity.
 - 1) Develop and/or update CASA's standard operating procedures
 - 2) Review and/or update euthanasia and adoption policies
 - 3) Review and/or update the "Volunteer Handbook"
- Make efforts to improve communications between staff

- 1) Update job descriptions for every position and provide copies to employees
 - 2) Discuss and clarify the performance evaluation process
 - 3) Discuss and clarify the decision-making processes
- Attract and retain quality employees by expanding and improving recruitment efforts, and evaluations.
 - 1) Implement a New Employee Orientation program, including an orientation manual and mentorship program with existing staff members
 - 2) Continue to recognize employees, by submitting names of staff for the quarterly employee recognition program. Similar to the existing Volunteer Recognition program
 - Make an effort increase revenues
 - 1) Increase income from licensing, impounds, adoptions, and other misc. fees. Evaluate other local agency's fees and make adjustments
 - Make an effort to reduce expenses
 - 1) Update inventory system and keep detailed records of supply orders
 - 2) Reduce overtime hours
 - 3) Optimize the volunteer hours
 - 4) Solicit contributions for supplies and services from the public and vendors to reduce costs

GOAL 4:

CASA WILL WORK TO ENHANCE ITS IMAGE AND VISIBILITY IN THE COMMUNITIES IT SERVES

CASA is committed to supporting a Community Relations program that will carry its message to a majority of residents throughout San Clemente and Dana Point. An effective Community Relations program will work to increase CASA's name and service recognition, increase donor gifts, volunteer services, increase adoptions and overall promote the exceptional work of the organization.

- Focusing on community partnerships with other nonprofit organizations, community groups, and businesses will be a goal of the program.
- Establishing and nurturing close relationships with the media and newspapers is imperative to promote the work of CASA.
- Maintain a calendar of meetings, special events and promotions for public dissemination.

GOAL 5

CASA AND PPF (PET PROJECT FOUNDATION) WILL CONTINUE TO BUILD A WELL-RESPECTED AND INFLUENTIAL COMMUNITY EDUCATION OUTREACH PROGRAM.

A component of CASA's mission is to educate the public in responsible and compassionate pet ownership. CASA and PPF will support a Community Education and Outreach Program to inform the residents of San Clemente and Dana Point regarding the humane treatment of animals, both wild and domestic.

- Continue to develop and expand on site events, including shelter tours, special events, vaccination clinics, dog training and behavior assessments, etc.
- Continue to develop and expand Community Education Programs for schools, community organizations and businesses.
- Expand the Senior Adoption Program

- Assist in the development and updates of the CASA website to assure to include pertinent educational materials and links to other sites.
- Promote collaborations and partnerships with other community based local organizations.
- Advocate for the humane treatment of all domestic and wild animals, and for their interest and welfare.

GOAL 6:

CASA WILL PERFORM ONGOING ASSESSMENTS OF ITS INTERNAL OPERATIONS TO ASSURE A HIGH LEVEL OF PUBLIC SERVICE AND SATISFACTION, AND WILL PERFORM ASSESSMENTS TO ENSURE THAT IT IS OFFERING COMPETITIVE FEES FOR ADOPTIONS, LICENSING AND VACCINATIONS.

CASA recognizes that to retain its competitive position in the field of animal services it must provide quality services in both sheltering and animal control.

- CASA will work to improve all areas of customer service, including:
 - Telephone systems and voicemail messages
 - Look at the possibility of the Animal Control Officers having access to 800mgz radios
 - Signage and general support for general directions
 - Updated and complete information on kennel cards for all animals
 - Continue free S/N program to qualified residents
 - Solicit feedback from customers on the quality of service
- CASA will continue to remain abreast of changes and developments that affect its services and programs
 - Visit other facilities
 - Continue to participate in quarterly Shelter Directors Meetings
 - Conduct price and value comparisons with other agencies

GOAL 7:

CASA WILL PERFORM A COMPREHENSIVE FACILITIES ASSESSMENT AND WILL CONTINUE THE CAPITAL IMPROVEMENTS

CASA will continue to upgrade the existing facility.

- CASA Management will establish a list of priority projects for each year and monitor progress.

GOAL 8:

CASA ALONG WITH PPF WILL TAKE STEPS TO IMPROVE THE EFFECTIVENESS OF ITS VOLUNTEER PROGRAM, FOCUSING ON RECRUITMENT, TRAINING, EVALUATION, AND RETENTION

At the center of a nonprofit organization is a core of dedicated volunteers who provide needed services and inspiration to support the work of the organization. In excess of 20,000 hours are committed annually by the Pet Project Foundation volunteers. To maintain and enhance the effectiveness of this group of volunteers CASA will undertake numerous initiatives.

Recruitment

- Explore the feasibility of adding a part time Volunteer Coordinator staff position.
- Maintain a list of specific volunteer jobs and include this information on CASA's website.

- Promote volunteering at CASA in local papers and media.

Training

- Schedule foster care training and orientations.
- Pair new volunteers with mentors to observe and train for a short period of time.
- Review and provide feedback to PPF to revise, if needed, the current volunteer application form.
- Provide continuous feedback during training and encourage questions.

Retention and Evaluation

- Continue the “Volunteer of the Month” recognition awards.
- Encourage attendance at the annual City of San Clemente Volunteer Recognition Luncheon.

GOAL 9:

CASA IS COMMITTED TO IMPLEMENT IMPROVED PLANNING AND EVALUATION EFFORTS INCLUDING CONTRACT NEGOTIATIONS, RISK ASSESSMENTS, AND BUDGETARY PROCESSES

Planning requires looking forward, weighing and balancing resources and needs. It requires the participation of staff and volunteers in the agency and must be flexible to adapt to changes in the environment.

- CASA will take the necessary steps to implement its strategic plan and to periodically update the plan when needed.
- CASA will be committed to gathering all pertinent data relating to the following:
 - The safety of staff and volunteers
 - Vehicle operations
 - Animal Control services
 - Human resource issues
 - Record keeping and data management
 - Risk assessment and liability
- CASA will assess other agencies and build these assessments into the future planning proposals
- Staff will work with the JPA board to develop goals, set priorities, and monitor feedback.

GOAL 10:

CASA WILL PERFORM AN ASSESSMENT OF ITS INFORMATION TECHNOLOGY NEEDS AND DEVELOP A PLAN TO UPGRADE AND INTEGRATE THE MOST EFFICIENT PROGRAMS TO SERVICE OUR NEEDS

Overtime it has become apparent to manage and communicate effectively with the public, the cities, staff, and volunteers, an effective IT system is necessary. CASA is committed to evaluate our needs and upgrade programs when needed.

- CASA will continue to scan all of our records and develop an efficient retrieval method.
- CASA will review the confidentiality policies and procedures to assure compliance with applicable laws.
- CASA will continue to upgrade all web-based programs that help our agency run more efficiently.

COASTAL ANIMAL SERVICES AUTHORITY
(CASA)

STRATEGIC PLAN 2022-2027

COASTAL ANIMAL SERVICES AUTHORITY

5 YEAR STRATEGIC PLAN

INTRODUCTION

Strategic planning plays a central role in setting the framework for decision making in organizations such as the Coastal Animal Services Authority. The planning process entails questions, analyzing data, identifying critical issues and results in establishing goals and objectives.

The emphasis is on strategic, forward thinking. A Strategic Plan links all of the involved members (staff, volunteers, public) with an understanding of where the organization is heading and what steps it will be taking to reach these goals. The Plan can be revised and updated as the circumstance change.

STRATEGIC GOALS

The following ten strategic goals will be the main focus around which the Plan is constructed.

GOALS:

- 1) Mission and Vision Statement: CASA will focus efforts to follow our mission and vision
- 2) CASA will continue to work to increase adoptions and decrease euthanasia at its facility.
- 3) CASA will take steps to improve its operations and staffing in order to provide a high quality work environment for its employees and volunteers and a high quality of service to the animals in its care.
- 4) CASA will work to enhance its image and visibility in the communities it serves.

- 5) CASA and PPF (Pet Project Foundation) will continue to build a well-respected and influential community education outreach program.
- 6) CASA will perform ongoing assessments of its internal operations to assure a high level of public service and satisfaction, and will perform assessments to ensure that it is offering competitive fees for adoptions, licensing and vaccinations.
- 7) CASA will perform an annual facilities assessment and will continue the capital improvements.
- 8) CASA along with PPF will take steps to improve the effectiveness of its volunteer program, focusing on recruitment, training, evaluation, and retention.
- 9) CASA is committed to implement improved planning and evaluation efforts including contract negotiations, risk assessments, and budgetary processes.
- 10) CASA will perform an assessment of its information technology needs and continue to upgrade and integrate the most efficient programs to service our needs.

GOAL 1:

MISSION AND VISION STATEMENT

Every effort will be made to communicate these principles to staff, volunteers, and the general public.

MISSION STATEMENT: CASA will strive to facilitate the placement of stray - and abandoned animals and pets in desirable homes; to establish and maintain an animal shelter, which promotes the health, care and handling, and prevent over population and the prevention of cruelty to animals. The animals in our care are never euthanized due to lack space, or due to exceeding a predetermined amount of time.

VISION STATEMENT: CASA will strive to promote responsible pet ownership and provide exceptional animal sheltering and animal control services to our communities where people will value animals and treat them with respect and kindness

GOAL 2:

CASA WILL CONTINUE TO WORK TO INCREASE ADOPTIONS AND DECREASE EUTHANASIA AT ITS FACILITY.

- CASA will take steps to increase the visibility of our adoptable animals by increasing social media posts, and highlighting our less-adoptable animals
- CASA will increase the number of adoptable animals that are transferred into the shelter to increase adoptions
- CASA will revise our adoption procedures, and work towards a more appointment based adoption process, to better facilitate more successful adoptions and better manage adopter's expectations.
- CASA/PPF will seek our local community partners to sponsor adoption fees and promote the discounted adoption opportunities to the community
- CASA will reach out to local pet stores to feature shelter animals at their locations
- CASA will include details on the website on what is included in the adoption fees, to provide the public with a better understanding of the value when adopting from our shelter
- An Animal Behavior Program that includes valuable information on domestic pet issues/concerns as well as wildlife behavior, will be posted on our new website. Well behaved animals are less likely to be relinquished to a shelter and will remain in their homes.
- CASA's dog trainer will continue to work with our shelter dogs, and provide the adopters the tools to maintain these good behaviors for their new pet
- Lost/Found notices will be posted on CASA's website, in an effort to provide the public with information to reunite animals with their owners.

GOAL 3:

CASA WILL TAKE STEPS TO IMPROVE ITS OPERATIONS AND STAFFING IN ORDER TO PROVIDE A HIGH QUALITY WORK ENVIRONMENT FOR ITS EMPLOYEES AND VOLUNTEERS AND A HIGH QUALITY OF SERVICE TO THE ANIMALS IN ITS CARE

CASA will implement a number of measures to increase the effectiveness of its internal operations. Measures will also be taken to increase revenue and reduce expenditures.

- CASA management will continue to communicate with staff members and volunteers, to assure a good understanding and compliance with any/all policy changes and/or new procedures.
- CASA management will evaluate all staff members annually to assure each employee has a good understanding of their job performance and to provide them with a list of goals and/or areas in need of improvement that will support and improve CASA's operations
- CASA management will provide a mentorship program for all new employees. This program will provide training for new employees that will include a weekly checklist of expectations and feedback from staff members that will assure they receive the information that is crucial for their success.
- Moving our licensing services to a new provider will decrease costs and will increase our revenues. Increasing our rescue efforts will bring in more adoptable animals to CASA, which results in additional adoption revenues
- Increased patrols by the animal control officers will result in increased citation revenue
- CASA will continue to work with local organizations, such as the Boy Scouts, who have worked on projects at the shelter and eliminated the costs for these improvements
- CASA management maintains detailed records of supplies and/or services provided, and will continue to do cost comparisons to look at the pricing of different products and/or services
- CASA will continue to work with PPF volunteers in providing volunteer opportunities at the shelter
- CASA will nurture relationships with local businesses and organizations who provide animal related supplies and services to CASA

GOAL 4:

CASA WILL WORK TO ENHANCE ITS IMAGE AND VISIBILITY IN THE COMMUNITIES IT SERVES

CASA is committed to supporting a Community Relations program that will carry its message to a majority of residents throughout San Clemente and Dana Point. An effective Community Relations program will work to increase CASA's name and service recognition, increase donor gifts, volunteer services, increase adoptions and overall promote the exceptional work of the organization.

- CASA will increase our partnerships with local rescues and organizations such as the Pet Search and Rescue Team, Family Assistance Ministries, Mission Park Pet Hospital, I.C.A.R.E., Mexico Rescues, etc. These partnerships allow us to work together in supporting each others cause and to create mutually beneficial relationships that will better serve our residents.
- CASA will continue the close relationships that have been created with local newspapers in San Clemente and Dana Point, South County Magazine, and online by increasing our social media presence on Facebook, Twitter and PetHarbor. CASA will also continue to work with PPF in providing information and content for their Instagram, PetFinder and Facebook postings.
- CASA will provide the public with all events, meetings and animal promotions on our website

- CASA and PPF will :
 - 1) work with local organizations such as Chambers, Rotary, Kiwanis, etc., and present information about the shelter and the volunteer program
 - 2) will work with Work with PPF to streamline social media efforts and share adoption successes, medical care successes, etc.
 - 3) Identify community events in which both can have a presence and share a booth space to distribute information about the shelter and fundraising efforts
 - 4) host PPF's top donors on-site for an exclusive tour of the facility, highlighting key animals and programs that need financial support

GOAL 5

CASA AND PPF (PET PROJECT FOUNDATION) WILL CONTINUE TO BUILD A WELL-RESPECTED AND INFLUENTIAL COMMUNITY EDUCATION OUTREACH PROGRAM.

A component of CASA's mission is to educate the public in responsible and compassionate pet ownership. CASA and PPF will support a Community Education and Outreach Program to inform the residents of San Clemente and Dana Point regarding the humane treatment of animals, both wild and domestic.

- CASA will increase the number of vaccine clinics that will be provided to our residents and members of the public. CASA and PPF can also look at the possibility of seeking sponsors from the community.
- The shelter will also be available for any/all local organizations for tours and presentations as requested.
- CASA will reach out to local elementary schools and/or organizations and provide services and/or informational presentations on responsible pet ownership, wildlife, etc.
- CASA will promote our senior animals to the public by providing reduced adoption fees and/or adoption packages which will include food, supplies and/or medical costs.
- CASA will continue to update and revise information on their website, to assure the most relevant and up to date information is provided to the public
- CASA will include information on the website that will provide the public with instructions on how best to handle wildlife they may encounter in their home and/or neighborhood
- CASA will participate in local city events, promoting the shelter and provide information to the public on responsible pet ownership
- CASA will collaborate efforts with PPF in working with local high schools in support of animal related clubs. CASA will also support PPF in recruiting individuals over the age of 15 in becoming PPF volunteers; assisting with events and fundraisers and/or working on site at the shelter in a limited capacity.

GOAL 6:

CASA WILL PERFORM ONGOING ASSESSMENTS OF ITS INTERNAL OPERATIONS TO ASSURE A HIGH LEVEL OF PUBLIC SERVICE AND SATISFACTION, AND WILL PERFORM ASSESSMENTS TO ENSURE THAT IT IS OFFERING COMPETITIVE FEES FOR ADOPTIONS, LICENSING AND VACCINATIONS.

CASA recognizes that to retain its competitive position in the field of animal services it must provide quality services in both sheltering and animal control.

- CASA management will continue to work collaboratively with other local shelters and statewide agencies to assure shelter fees remain competitive and offer the most progressive shelter services to our residents and members of the public
- CASA will provide the JPA Board the city of San Clemente's performance measures for CASA at the end of each fiscal year. The quarterly performance measures will allow the Board to assess CASA's performance in licensing, adoptions, and animal control activities

GOAL 7:

CASA WILL PERFORM A COMPREHENSIVE FACILITIES ASSESSMENT AND WILL CONTINUE THE CAPITAL IMPROVEMENTS

CASA will continue to upgrade the existing facility.

- CASA Management will establish a list of priority projects for each year and monitor progress.
- The City of San Clemente Maintenance team will evaluate the shelter site and provide an annual update on any/all maintenance and/or repair projects, as needed.
- The shelter's roof will be included in the City of San Clemente's Capital Improvement Projects for the fiscal year of 2022/2023 and a date for replacement will be determined.
- The shelter courtyard will be evaluated and improvements made to provide a more functional path of travel for the public, along with landscaping improvements, which may include additional drainage and a donor wall for PPF .

GOAL 8:

CASA ALONG WITH PPF WILL TAKE STEPS TO IMPROVE THE EFFECTIVENESS OF ITS VOLUNTEER PROGRAM, FOCUSING ON RECRUITMENT, TRAINING, EVALUATION, AND RETENTION

At the center of a nonprofit organization is a core of dedicated volunteers who provide needed services and inspiration to support the work of the organization. In excess of 20,000 hours are committed annually by the Pet Project Foundation volunteers. To maintain and enhance the effectiveness of this group of volunteers CASA will undertake numerous initiatives.

Recruitment

- Explore the feasibility of adding a part time Volunteer Coordinator staff position.
- CASA will maintain a list of specific volunteer jobs and include this information on CASA's website.
- CASA will promote volunteering at CASA in local papers and media.

Training

- CASA and PPF, will create standard operating procedures (SOPs) for each of the 4 areas of volunteering within the shelter: Dogs, Cats, Rabbits and Office. Volunteers will be trained according to these SOP's which will help ensure consistency of training for all volunteers.
- CASA will continue to coordinate efforts with PPF volunteers who will provide foster care training and orientations to members of the public.
- CASA will continue to pair new volunteers with mentors to observe and train for a short period of time.
- Staff will provide continuous feedback to the PPF volunteer coordinator during training and encourage questions.

Retention and Evaluation

- CASA GM and PPF Volunteer Coordinator will meet quarterly to discuss ongoing training initiatives and areas of need for the volunteers
- PPF along with CASA's input, will send out yearly questionnaire to all volunteers in order to identify areas of specific needs for volunteers, both new & existing.
- CASA will provide a direct link to the volunteer application on CASA's website
- CASA will work with PPF to establish a disciplinary outline to ensure that any volunteer who is not performing up to standards can be removed from the volunteer roster in a manner that can not be interpreted as subjective.
- CASA will partner with PPF on volunteer appreciation events in an effort to ensure a high retention rate of volunteers

GOAL 9:

CASA IS COMMITTED TO IMPLEMENT IMPROVED PLANNING AND EVALUATION EFFORTS INCLUDING CONTRACT NEGOTIATIONS, RISK ASSESSMENTS, AND BUDGETARY PROCESSES

Planning requires looking forward, weighing and balancing resources and needs. It requires the participation of staff and volunteers in the agency and must be flexible to adapt to changes in the environment.

- CASA will take the necessary steps to implement its strategic plan and to periodically update the plan when needed.
- CASA will be committed to gathering all pertinent data relating to the following:
The safety of staff and volunteers. Continue to work with the JPIA on best practices for safety protocols for all shelter personnel and document any/all injuries to our claims administrator (Sedgwick).
Animal Control services. Using the GPS units on the animal control trucks for location services information and response times, review all officers activities in the Chameleon software program
Human resource issues. Continue to work with the San Clemente Human Resources Department, to assure compliance with all the city's policies and procedures, when handling employee matters
- Record keeping and data management, CASA will continue to follow the records retention schedule for the city of San Clemente, in maintaining and retaining all documents, records and misc. paperwork.
- Risk assessment and liability, CASA management will continue to work with the CJPIA to minimize work related injuries and provide a safe work environment for all staff, volunteers and members of the public
- CASA will work with other local sheltering agencies when assessing CASA's future needs and incorporate any best practices and/or new or innovative ideas that have been successful within their operations.
- Staff will work with the JPA board to develop goals, set priorities, and monitor feedback.

GOAL 10:

CASA WILL PERFORM AN ASSESSMENT OF ITS INFORMATION TECHNOLOGY NEEDS AND DEVELOP A PLAN TO UPGRADE AND INTEGRATE THE MOST EFFICIENT PROGRAMS TO SERVICE OUR NEEDS

Overtime it has become apparent to manage and communicate effectively with the public, the cities, staff, and volunteers, an effective IT system is necessary. CASA is committed to evaluate our needs and upgrade programs when needed.

- CASA has maintained all animal control records on our web based software program, Chameleon. This program also allows staff to efficiently retrieve any/all animal related activities and records. CASA management will continue to work with Chameleon staff in creating new reports for detailed sheltering and animal control statistics.
- CASA will provide the public with a self service online portal in the front office for licensing
- CASA will work with the city of San Clemente's Information Technology Department (IT), in providing tablets for the front office volunteers to input licensing information and issue tags
- CASA will work with IT to provide options for adopters to complete application via their mobile devices
- CASA will continue to work with IT to upgrade all web-based programs that help our agency run more efficiently.



Coastal Animal Services Authority

To: Board of Directors, Coastal Animal Services Authority
From: Kimberly Cholodenko, General Manager
Date: February 7th, 2022

SHELTER OPERATIONS:

COVID-19

We have continued to require masks inside of our shelter building, as a precautionary measure to keep the staff, volunteers and members of the public safe during the COVID-19 pandemic. As the COVID variants continue to increase the rate of transmission and infection, I will continue the mask mandates along with temperature checks at the animal shelter for all staff/volunteers. If the ever present COVID virus continues to worsen, I will determine the best course of action to assure a safe workplace for all.

STAFF

The shelter staff consists of a total of 11 employees, 7 full time and 4 part time positions. Currently, we are recruiting for a FT kennel attendant, with hopes of having a person in place by the end of February. We also have an opening for our FT Customer Services Specialist II position, This position is vital for our shelter operations, as they are the first person encountered by the public when visiting the shelter. The Customer Services position handles, all billing, filing, licensing, adoptions, permits, complaints, phone calls, and addresses the public at the front counter. More recently we hired an interim person to fill in for a short period of time, while awaiting the recruitment for this position but unfortunately, they are no longer with CASA. At this time, I am hopeful the recruitment for the CSSII will begin soon, knowing the important role this position plays in the shelter operations.

EVENTS

We held a vaccine clinic on January 12th 2022 at the animal shelter. CASA brought in over \$1700, in fees for licensing, vaccines and microchips, and saw 48 animals during the 2 hour clinic.

We continue to work with Boy Scouts in coordinating shelter projects for their Eagle Scout designations, as well as harbor relationships with local animal rescues and other non-profits by donating extra pet food and supplies to organizations in need.

CASA will be promoting our longer term cats during the month of March for a reduced adoption fee of \$17.00. Although these cats have not found their forever home yet, we are hopeful this promotion will create opportunities for exposure and encourage adopters to learn more about their behaviors and their special qualities

BUSINESS

CASA is currently evaluating our pet licensing program with PetData and will be considering other options to increase our compliance rate, while reducing costs. We are researching and gathering data on a company, DocuPet, who could better facilitate our licensing program and improve the pet owner experience.



AGENCY: _____

**2022 ANNUAL BOARD OF DIRECTORS MEETING
VOTING DELEGATE/ALTERNATE FORM**

On an annual basis, the California JPIA asks members to update their information in order that we may better serve you. If you have had a reorganization, please forward us your Notice of Reorganization with your current governing body and your list of Appointments for the California JPIA Director and Alternate(s), along with this form. In accordance with the Authority's Bylaws, your governing body must designate **one voting delegate and at least one alternate**. You may designate additional alternates. The voting delegate **must** be a member of the governing body. Alternate(s) may be from the governing body or from staff.

Please note: In order to vote at the **Annual Board of Directors Meeting**, voting delegates and alternates must be designated by your governing body. Please attach either your appointment list or minute action as proof of designation. As an alternative, your agency may sign this form, affirming that the designation reflects the action taken by the governing body.

1. VOTING DELEGATE - PRIMARY

Name: _____

Title: _____

2. VOTING DELEGATE - ALTERNATE

Name: _____

Title: _____

3. VOTING DELEGATE - ALTERNATE

Name: _____

Title: _____

If you have more than two alternates, please attach a separate sheet.

PLEASE ATTACH APPOINTMENT LIST DESIGNATING VOTING DELEGATE AND ALTERNATES.

OR

ATTEST: I affirm that the information provided reflects action by the governing body to designate the voting delegate and alternate(s).

Name: _____

Title: _____

Email: _____

Phone: _____

Signature: _____

Date: _____

Please complete and return to:

By Mail:

California JPIA

ATTN: Veronica Ruiz

8081 Moody Street

La Palma, CA 90623

By Email:

E-mail: vruiz@cjpia.org

If you have questions or need assistance with the Board of Directors Certification or updating your governing body information, please contact Agency Clerk Veronica Ruiz at (562) 467-8736 or vruiz@cjpia.org.