



County of Monterey

Item No.20

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

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Receive a report on the Hitchcock Road Animal Services (HRAS) strategic plan as approved by the HRAS JPA Board of Directors in June 2025.

RECOMMENDATION:

It is recommended that the Board of Supervisors:

Receive a report on the Hitchcock Road Animal Services (HRAS) strategic plan as approved by the HRAS JPA Board of Directors in June 2025.

SUMMARY:

Hitchcock Road Animal Services Agency has completed its first strategic plan, which will be implemented over the next 3 years. The 2025-2028 plan includes a mission and vision statement as well as 3 key goals and strategies.

DISCUSSION:

At the August 15, 2024, JPA meeting, the HRAS Board of Directors directed staff to contract with a facilitator of choice to facilitate the strategic planning process as early as October 2024. Staff determined that Raimi and Associates was able to provide the needed strategic planning needs in the time frame requested at no additional impact to the HRAS approved budget. Kym Dorman from Raimi and Associates worked closely with staff to create roadmap for a strategic plan to be completed by the end of June 2024. This strategic plan was specific to include input from various stakeholder and staff input over those 9 months.

The initial strategic planning meeting with the HRAS Board took place on 11/21/24. Board feedback allowed an opportunity to revise the initial scope, which included:

1. Project kickoff meeting and ongoing project management.
2. Conduct rapid environmental scan (a. document review; b. conduct up to 6 virtual stakeholder interviews and up to 2 virtual focus groups; identify key takeaways.
3. Plan and facilitate 4 in person Strategic Planning Team Meetings (with HRAS Board of Directors)
4. Finalize Animal Services' Strategic Plan.

Raimi and Associates prepared an Environment Scan document which was presented in February 2025 (Meeting #2). By that time, they had or had planned all the stakeholder interviews, which included HRAS staff, the HRAS Advisory Committee, HRAS Volunteers, local Animal Welfare Organizations, Cal Animals (state agency) and Community Members.

On May 14th, for meeting #3, Raimi and Associates, prepared a draft strategic plan as well as an analysis of the mission and vision. These documents were created by information provided by Raimi + Associates research, information staff provided, initial input from the HRAS Board of Directors previous two meetings as well as input from all the stakeholder meetings. From this meeting, Raimi + Associates took valuable input from the Board to make final updates and edits for this plan that was presented to the board on June 11th for final approval.

The HRAS Strategic Plan includes:

- Mission Statement
Ensure a high-quality of life for animals and people through education, compassion, pet retention, advocacy, collaboration, and effective enforcement in Monterey County.
- Vision Statement
Animals and people thrive in Monterey County.
- Goals and Strategies
 1. *Deliver the Highest-Quality Animal Services*
 - Strategy 1.1 Ensure high-quality animal intake management and/or support pet retention practices
 - Strategy 1.2 Enhance practices that support animal well-being
 - Strategy 1.3 Expand use of data to guide long- and short-term decisions and proactively communicate with partners and the public
 2. *Expand Community Engagement and Partnerships to Enhance Animal Well-being and Ensure Community Health*
 - Strategy 2.1 Expand education to communities throughout the county and prioritize outreach to hotspots based on data
 - Strategy 2.2 Increase the volunteer base to support high-quality services
 - Strategy 2.3 Expand support and training to retain volunteers
 - Strategy 2.4 Develop inclusive, culturally responsive messaging and targeted outreach strategies to increase visibility and advance strategic priorities
 - Strategy 2.5 Strengthen and initiate strategic partnerships to address community needs.
 3. *Establish Sustainable Funding to Enhance Operations*
 - Strategy 3.1 Secure sustainable funding
 - Strategy 3.2 Ensure the highest-quality facility management practices and shelter

operations

Strategy 3.3 Improve staff recruitment, hiring, and retention efforts

Strategy 3.4 Expand facility as staffing and resources allow to ensure high-quality services

Strategy 3.5 Advocate for more effective countywide animal well-being policies

Roll out of this strategic plan is in process. In addition to presenting to this Board, staff will present the HRAS strategic plan to both the Salinas City Council in January 2026. The mission and vision statements have been added to the HRAS website and social media. The website will also host the strategic plan with annual updates. Staff will review the plan throughout the year to update implementation priorities and will update the HRAS Board of Directors annually or as needed.

OTHER AGENCY INVOLVEMENT/COMMITTEE ACTIONS:

The HRAS Agency Joint Powers Board of Directors has approved this strategic plan.

FINANCING:

There will be no fiscal impact resulting from receipt of this report.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS:

This strategic plan supports the HRAS JPA to create a safe and healthy community for pets, aligning with the Strategic Plan Goal of Well-Being and Quality of Life.

Mark a check next to the related Board of Supervisors Strategic Plan Goals:

- ☒ Well-Being and Quality of Life
- ☐ Sustainable Infrastructure for the Present and Future
- ☐ Safe and Resilient Communities
- ☐ Diverse and Thriving Economy
- ☐ Administrative

Prepared by: Cindy Burnham, HRAS Administrator, 769-8796

Approved by: Elsa Mendoza Jimenez, Director of Health Services, 755-4526

Attachments:

Board Report

HRAS 2025-2028 Strategic Plan