

Hitchcock Road Animal Services 

# Strategic Plan Update Board of Supervisors

Wednesday, December 10<sup>th</sup>, 2025



# Strategic Planning Process Partner

JPA Board directed staff in August 2024 to find a facilitator for the strategic planning process. Staff determined Raimi and Associates were available and able to meet the timeline given.

In November 2024, the process started.



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**Example  
Strategic  
Plans**

Monterey County Health  
Department Strategic Plan

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Natividad Strategic Plan

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# Timeline for Animal Services Strategic Plan



# Environmental Scan Notes



## **Reviewed other Shelter Strategic Plans**

Compared relevant plans to determine best practices



## **Analysis of HRAS best practices.**

Operational Excellence –  
12/13 initially compliant

Policy and Governance-  
2/6 initially complaint.

Community Engagement  
2/6, initially compliant

Animal Welfare and Outcomes –  
8/8 initially complaint

Data-Driven Decision Making –  
3/3 initially complaint



## **SWOT analysis done by Board of Directors, HRAS Staff and Advisory Committee**

Strengths: Majority related to dedication of team, compassion for animals, collaborations.

Weaknesses: Majority related to budgetary and staffing constraints

Opportunities: More partnerships, community outreach, education, services

Threats: Rising costs, politics, veterinary shortages, processes, job competitiveness

# Stakeholder Interviews + Focus Groups

- ✓ HRAS core leadership and staff (n=11)
- ✓ Advisory Committee members (n=6)
- ✓ Jill Tucker, CEO of California Animal Welfare Association
- ✓ Animal Welfare organizations in Monterey (n=4)
- ✓ Volunteers (n=10)
- ✓ Community members (n=7)

# HRAS Strategic Plan



# Strategic Plan Outline

## 1. Background

- a) Brief overview of HRAS
- b) HRAS Mission, Vision, and Values
- c) Brief description of strategic planning process + participation

## 2. HRAS Strategic Priorities

- a) 3 Goals + Strategies + Metrics

## 3. Looking Ahead

- a) Description of how plan implementation will be monitored

# Mission and Vision Statements

## Mission :

*Ensure a high-quality of life for animals and people through education, compassion, pet retention, advocacy, collaboration, and effective enforcement in Monterey County.*

## Vision:

*Animals and people thrive in Monterey County.*



# Goals and Strategies

## Goal 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



# Outcomes and Metrics

## Outcomes

- Maintain high-caliber animal well-being services, treatment, and facilities
- Increase pets returned to owner
- Improve data collection and transparency

## Metrics

- Average length of stay by species and age group
- Live release rate by species
  - Number of adoptions
  - Number of animals returned to owner
  - Number of animals transferred to rescue partners
- Number of animals euthanized by reason
- Foster-to-adopt conversion rate



# Current progress



## **Strategy 1.1 Ensure high-quality animal intake management and/or support pet retention practices**

2/5 strategies are done. (Tracking animal info and surrendered animal adoptions)

2/5 strategies are in-progress. (Improve resources for pet owners and expanding education to support pet retention)

1/5 is a longer-term strategy. (Develop of community-based Stray Cat and Dog Management Plan)



## **Strategy 1.2 Enhance practices that support animal well-being and community health**

2/4 strategies are done (Adequate housing for shelter animals, vaccines/microchip requirements)

2/4 strategies are in-progress (Reduce length of stay and increase LRR\* and addressing emotional and physical need of animals). (\*live release rate)



## **Strategy 1.3 Expand use of data to guide long- and short-term decisions and proactively communicate with partners and the public**

4/4 strategies are in-progress. (Refining metrics and sharing publicly, consistency)



# Goals and Strategies

## Goal 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.



# Outcomes and Metrics

## Outcomes

- Enhance community awareness and education to improve pet care and animal well-being
- Increase volunteer and community engagement
- Expand culturally responsive outreach
- Expand and strengthen relationships with community partners

## Metrics

- Number of community engagement events and social media interactions
- Number of active volunteers
- Types of volunteer opportunities available
- Total of volunteer hours
- Number of partnerships by service type



# Current progress



## Strategy 2.1 Expand education and prioritize outreach to hotspots based on data

2/3 strategies are in-progress. (Disseminate resources, community engagement events and messaging)

1/3 strategies are longer term. (Expand efforts in schools and youth).



## Strategy 2.2 Develop inclusive, culturally responsive messaging and targeted outreach strategies to increase visibility and advance strategic priorities

2/5 strategies are done. (Utilize social media to publicize events & volunteer opportunities, tailor outreach to advance priorities)

1/5 strategies are in progress. (Mix of media & sharing accomplishments)

1/5 strategies are long term. (Partnering w/ others for outreach and share accomplishments with community)



## Strategy 2.3 Increase the volunteer base to support high-quality services

2/2 strategies are in-progress.  
(Enhance volunteer program, reducing barriers to include onboarding for volunteers).



## Strategy 2.4 Expand support and training to retain volunteers

2/2 strategies are in-progress. (Standardize volunteer protocols and training opportunities, create/promote volunteer opportunities off site)



## Strategy 2.5 Strengthen and initiate strategic partnerships to address community needs

4/4 strategies are in-progress. (Collaborate to expand opportunities to increase low-cost vet care to address vet services shortage, formalize relationships and strengthen partnerships for low cost and accessible spay/neuter, adoption and redemption services and rescue transfers, all to reduce pet overpopulation and euthanasia ongoing).



# Goals and Strategies

## Goal 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



# Outcomes and Metrics

## Outcomes

- Increase funding and diversity of funding sources
- Strengthen facility infrastructure and operations to meet community and animal well-being needs
- Improve policy alignment across jurisdictions to reduce inefficiencies and establish a standard for animal well-being

## Metrics

- Number of community member donations received
- Number of community spay/neuter, microchipping, and vaccination services
- Staff retention rate
- Description of wellbeing activities offered for staff





# Current Progress



## Strategy 3.1 Secure sustainable funding

2/2 strategies are long term but in progress.  
(diversify funding sources, improve opportunities to increase financial donations)

- Friend of Hitchcock Road Animal Services



## Strategy 3.2 Ensure the highest-quality facility management practices and shelter operations

2/3 strategies are in progress. (Explore expanding veterinary services for critical care and prioritizing operating within capacity)

1/3 strategies are long term (Explore option to enhance hours, services and programs)



## Strategy 3.3 Improve staff recruitment, hiring, and retention efforts

1/3 strategies are long term. (Work with county to improve the recruitment/hiring process).

2/3 strategies are in-progress. (Support need to increase staffing and promote working environment that supports staff well being)

**What's  
Next?**



## Implementation – In progress

- Identify Year 1 priority activities
- Review strategic plan with HRAS Leadership Team and staff
- Share strategic plan with broader community (e.g., presentations, website, social media, internal signage, press release, community events)
- Implementation!





***A local young artist,  
Scarlett Bispo, was  
awarded first place in the  
More Pets and People  
Together Art contest,  
earning a \$5,000 grant.  
Ms. Bispo designated  
HRAS as the beneficiary  
of this grant.***

***HRAS used the funds to place her art on  
T-shirts to hand out at community events.  
They are a hit!***



**Thank you for  
your time.**

