

Hitchcock Road Animal Services 

Strategic Plan Update

Salinas City Council

Tuesday, February 3rd, 2025

Presented by Cindy Burnham,
HRAS Animal Services Administrator



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.



Example Strategic Plans

Monterey County Health
Department Strategic Plan

Natividad Strategic Plan

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

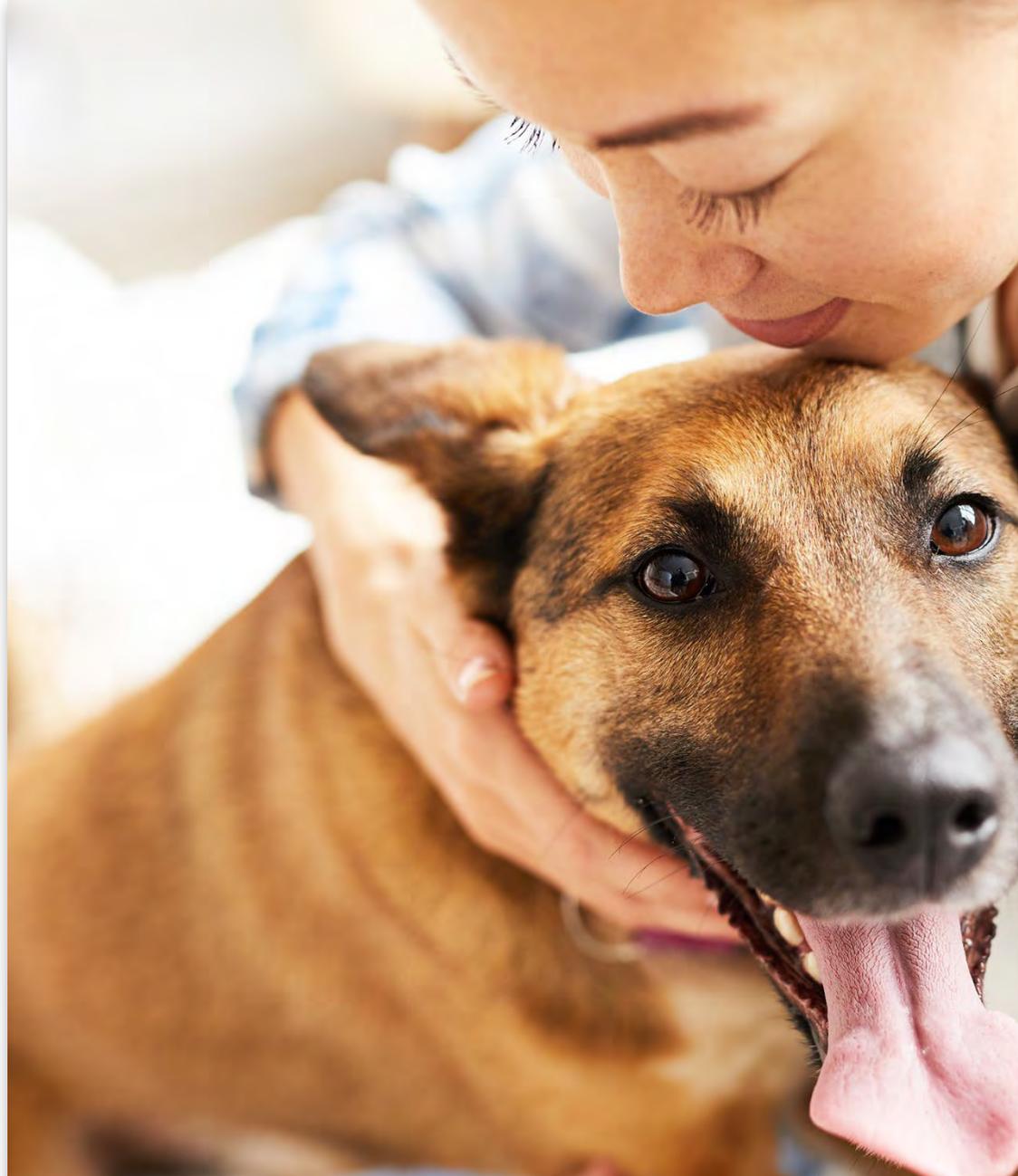
4/4 strategies are in-progress. (Refining metrics and sharing publicly, consistency)

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!

**Thank you for
your time.**

