

Dear WCRAS Advisory Board and Mayor Schieveh,

Please find my attached letter regarding my experiences working at Nevada Humane Society as a past manager.

If anyone has further questions or would like clarification about my experiences I would be happy to discuss this further. I can be reached at the email address provided.

I submitted an original letter to a few individual members of the Advisory Board for the first meeting but have made a few small additions/edits to the attached to hopefully offer additional detail in support of my observations and experiences. I submit it here to become part of public record for the next meeting on this topic.

I thank you in advance for your time and attention to this matter. I hope this is of some help in illuminating a history of ongoing concerns at the Nevada Humane Society involving Gregory Hall.

Sincerely,

Carrie Brown

4/25/2023

Dear WCRAS Advisory Board Members,

My name is Carrie Brown, I was the adoption manager at Nevada Humane Society from September 2017 to October 2020. During that time, although I retained the title of Adoption Manager, in addition to managing the adoptions desk I assisted managing other departments and areas including admissions, help desk, small animals, cat care, offsite adoptions and sitting on the behavior board. I started at a time without a CEO and the then newly appointed COO Arthur Westbrook and I worked closely together as there was a large manager change over prior to and immediately following my start at Nevada Humane Society. Not long after I started Diaz Dixon was hired as CEO and although Diaz was only there for a short time I saw marked improvements and plans developing for further innovation under Diaz Dixon as a new CEO and Arthur as the COO.

When Diaz Dixon left NHS. Gregory Hall took over as the new CEO. I quickly saw that this was a new environment for him and hoped that he would take advantage of the opportunities given to him to learn from his team and the experience of others who offered. Unfortunately, as time went on it became more and more evident that Greg was over his head in managing a large organization responsible for the safety and well-being of hundreds of animals each day. This was demonstrated by his frequent inability

to make decisions and his lack of knowledge of standard sheltering practices. During this time Greg Hall maintained direct oversight of the veterinarians and clinic. Staff followed chain of command and would bring concerns about animal care (frequently related to the clinic) to the COO and the COO would in turn bring valid concerns to Greg's attention, despite recommendations for change from the COO based on agency standards, and recommendations from experienced managers no changes would be approved or made to rectify often alarming quality of animal care situations.

I firmly believe that Greg's consistent disregard of the advice he received from his COO who previously ran the Carson City shelter and other managers with practical experience, along with his blatant ignoring of concerns that his COO brought to his attention resulted in the loss of several key experienced staff that were keeping the shelter functioning in a safe and humane fashion. One of these was the loss of the extremely skilled and experienced cat care manager Pat Perry, who started shortly after I did. Despite speaking to Greg directly and repeatedly regarding ongoing and numerous concerns about medical care being provided to the cats in the shelter, he would not address the concerns with the medical staff he was directly supervising. This lack of concern and his inability to follow through created such frustration and concerns over the animal's welfare that Pat left the organization. This was followed by the COO leaving over very similar concerns about poor communication, the animals well being and organization itself.

When the COO left, I stepped up and took on additional responsibilities, including oversight of the foster program, the TNR program, assisting with marketing ideas and event planning, setting up a new shelter wide software system and by assisting a new cat care manager in managing a large cat population. As time went on Greg showed no sign of learning more about shelter operations. I would find myself in disagreements with him about marketing and adoption principles and would have to explain common and readily accepted shelter practices to prevent him from instituting changes that would negatively impact the length of stay of animal in our care. I began bringing concerns about animal care directly to Greg Hall and each time I was told it would be taken care of yet nothing changed. What few issues he would address became long drawn-out ordeals where he would go around personally and speak with each manager individually to get their take on the situation before he would consider making a decision, this process was always in addition to our weekly manager meetings. It reached a point where other managers and I stopped going to Greg with issues and concerns because although he would agree with us all or say he would look into a situation no changes to policy were ever made and issues went unaddressed. During one of our manager meetings Greg told managers that he "did not have time" to deal with daily operations despite having no COO.

Other managers expressed concerns to me that when they would advise Greg of situations, want his input or need his help that he would only offer words saying he would look into it but would always fail to follow through. I and other managers began

to find ways to work around Greg and produce our own solutions to problems as we were not only missing the guidance of a COO but also any understanding, support or direction from our CEO. One example of this is when I became concerned about the length of stay for many of the cats in our shelter as they were frequently exceeding 30 days. When I voiced my concerns to Greg nothing happened. So, I worked with other managers to develop a monitoring system, regular meetings to review the length of stay for all animals and develop an individual marketing plan for any animal in our care that was approaching a 30-day length of stay at the shelter.

Time and again Greg would not follow through with important reporting deadlines or reaching out to community contacts despite being provided verbal and emailed instructions and information out lining contact information, dates, and next steps as well as numerous reminders which due to his lack of followthrough would result in late information being submitted or lost contacts that had high potential to be beneficial to the shelter at large (two of many examples include, Reporting statistics to Maddies, and not reaching out to a contact at the Sparks Police department looking to use a NHS shelter dog for highly publicized ride alongs)

The foster coordinators and other hourly staff were routinely coming to me with concerns about animal care and after bringing it to his attention time and again without effect I stopped and continued to manage as best as possible for the animals and staff I cared about.

Leaving the shelter was one of the most difficult decisions I have made as I cared (and still do) deeply for the organization and its mission as well as our staff and all the animals in our care. I worried greatly about the staff and animals I was leaving behind, but I was offered an advancement opportunity where I could help keep pets out of the shelter and in their loving homes. The decision to leave was made a tiny bit easier by a shift in policy after Arthur left as COO. Where once we would frequently return a pet to owners who had to surrender them because they were unable to provide emergency medical care due to the cost of care and lack of finances, Greg began making the decisions as to who would get their pet back post medical care/surrender and would more often than not decide that although we would agree to medically treat the animal we would not return it to the family that cared for it for so many years, instead the animal would be adopted out to a new family. This shift in practice not only resulted in devastated families wanting the best for their pets but in undue stress for the animals from being away permanently away from their home and loved ones.

When I left the shelter, I had so many concerns built up from the time Greg was COO that I felt the need to bring it to other people's attention. Along with 2 other staff members I agreed to speak to newsman Joe Hart (but remain unidentified) regarding my concerns about Greg's lack of leadership skills and the price the animals were paying for it. At that time I provided him with numerous examples of animals not receiving the care they needed. I did not feel it was safe to bring my concerns to the NHS Board since he was their president previously and was still very friendly with

members. I did not feel comfortable coming out publicly because I feared retaliation from Greg on other staff that stayed to care for the animals. On several occasions I witnessed Greg exhibit extreme volatility and outbursts especially when he felt betrayed or embarrassed. I truly believed that any inadequacies at the shelter all stemmed from the leader of the organization, Gregory Hall. I still am not comfortable writing this letter, but I still care deeply for the organization and know how important it is to this community. I have kept in touch with people who have more recently left the humane society and feel strongly that something must change, or I fear animals' lives and the organization itself is at stake unless new management is installed that is experienced managing a shelter of similar size and complexity to Nevada Humane Society.

I do not take writing this letter lightly, I understand what is at stake and feel the price is too high to not speak out at this time.

Sincerely,

Carrie Brown