

Summary of concerns regarding NHS as shared in letters/documents provided to officials

Concerns about CEO, Gregory Hall

➤ Continuing animal care concerns

- Issues highlighted in the 2022 independent assessment of NHS (required by contract with Washoe County):
 - NHS is not in compliance with the Guidelines for Standards of Care for Animal Shelters by the Association of Shelter Veterinarians and many other documented current best practices.
 - Lacks standards for; sanitation, animal care, stress reduction and enrichment for all animals, humane animal handling, professionalism, courtesy, staff training, customer service, adoption follow-up, OSHA best practices and many other areas essential to shelter operations.
 - The report cites numerous other concerns including under the section about leadership the need for more effective management, accountability, staff training, courtesy, and professionalism.
- Recent letters from volunteers and staff have highlighted concerns about animal care
 - High percentage of dogs, over 40% of the population recently, on Gabapentin or Trazadone.
 - Animals being sent to adoptive homes without medication that has been prescribed for them. (Reportedly recently addressed but was an issue for months.)
 - Lack of non-drug stress reduction and enrichment for dogs
 - Concern about how dogs are classified as available for adoption or not, and the qualifications, skill, and training of staff who make these decisions
 - Unvaccinated animals: In a radical departure from shelter best practices 170 cats in the facility had not received basic vaccines last fall. This resulted in a disease outbreak that killed cats, caused suffering of others, and closed down cat admissions resulting in cats in the community not receiving needed sheltering services.
 - Mr. Hall was quoted in the news as saying that they “learned a hard lesson.” A simple google search would reveal vaccination protocols for animals entering and living in shelters.
- See also the section below under the NHS Board which includes details from letters sent to the board highlighting additional concerns about Mr. Hall’s ability to run the organization.

➤ Inability to attract and retain executive and management talent

- High turnover of the executive and management level staff
 - Of the 11-person management team listed in the February 2022 assessment document only 4 remain today with NHS
 - Five director level staffers left NHS within a single year
 - Three experienced COOs have departed
- Key positions remain unfilled, and promotions are made without a transparent, open process
 - When experienced staff departs, roles are filled internally with less experienced staffers
- Attempts to silence critics
 - Volunteers are routinely “suspended” or terminated for voicing differences of opinion or questioning practices.
 - At least one staff member was terminated after sharing concerns with the board of directors
- Lack of transparency
 - Failure to publish clear and comprehensive animal data for the public
 - Filing a corrected IRS form 990 that removed payments made to Greg Hall while he was on the board

- Failure to properly utilize grant funding in accordance with guidelines (detailed in one letter from a former executive)
- Analysis shows that executive compensation has grown tremendously under Mr. Hall's tenure, while the number of animals helped/saved has declined and while key executive positions have remained unfilled.
- **Ability to meet the needs of the community and contractual obligations with Washoe County**
 - Failures to pull animals from WCRAS on a timely basis as NHS is the adoption outlet for these animals resulting in increased length of stay for animals overall and adding a burden to smaller rescue groups in the community
 - Long call response times and wait times for people needing to surrender a pet
 - Closing midday for an hour is not convenient for the public. Whenever the shelter is closed to the public it is unable to facilitate adoptions and assist animals in need.
 - The CEOs inability to cultivate positive working relationships with professional colleagues in the community.

Concerns about the NHS Board of Directors

- **Mr. Hall, then board president, was hired as CEO without a transparent process.**
 - Mr. Hall was put in as Interim CEO and given the job without conducting a national search and formal process to determine if he was the best available candidate.
- **Unwillingness to address serious ongoing issues with Mr. Hall**
 - NHS board presidents were made aware of widespread concerns about Mr. Hall in November 2019 and again in January 2020.
 - A series of 2021 news reports highlighted a variety of concerns about Mr. Hall's leadership including lack of animal care, staff morale and changes made to IRS Form 990 that removed payments of over \$30,000 made to Mr. Greg Hall when he was a board member.
 - Since then, the board has received multiple letters and verbal reports from executive and management staff about Mr. Hall's inability to fulfill his role as CEO. These letters have highlighted specific information about Mr. Hall's performance including:
 - Unreliability and lack of follow-through, failure to meet deadlines including grant reports and communication with major donors, poor time management and tardiness at meetings
 - Inability to delegate effectively, micromanaging, inability to make timely decisions resulting in bottlenecks and other problems
 - Indiscrete, inappropriate sharing of HR matters and others private information
 - Retaliating against people perceived as disagreeing with him, making inappropriate and disparaging statements about staff and colleagues, pitting people against each other, blaming others deflecting criticism, lashing out at staff when he is stressed including in front of other staff, not accepting responsibility
 - Inability to create a healthy culture of respect and accountability
 - Failure to address multiple reports of egregious lack of animal care
 - Treating female employees with less respect, favoring male staff members
 - Inability to work with other animal welfare professionals in the community