

City of Salina, Kansas - Parks and Recreation Department

Request for Proposals (RFP)

Operational Assessment of City of Salina - Animal Shelter

The City of Salina, Kansas is soliciting proposals for an operational assessment of the City of Salina Animal Shelter. The Animal Shelter is located at 329 N. 2nd St., Salina, KS 67401.

Proposals will be accepted until Monday, April 13, 2026, at 5:00 p.m. CST and must be submitted electronically to the Director of Parks and Recreation, Jeff Hammond (jeff.hammond@salina.org)

1. Introduction

The City of Salina, Kansas is seeking proposals from qualified consultants or firms with demonstrated expertise in animal shelter operations to conduct a comprehensive operational assessment of its city operated animal shelter. The purpose of this assessment is to evaluate current practices, identify strengths and gaps, and provide actionable recommendations to improve efficiency, animal welfare, community outcomes, and organizational effectiveness.

2. Background

The City of Salina operates an animal shelter that provides services including animal intake, animal control, ordinance enforcement, housing, care, adoption, spay/neuter and community outreach. The City of Salina is committed to continuous improvement and aligning operations with industry best practices in animal welfare, public service, and organizational management.

Salina Animal Services Data Summary:

- **Intake:** Total intakes were **1,810 (2023)**, **1,556 (2024)**, and **2,125 (2025)**. **Strays** were the largest source each year (about **838–1,039** annually). **Owner surrenders** jumped in **2025 (435)**, **Seized/Custody** declined (**369 → 176**), and **Wildlife intake** rose sharply (**108 → 453**).
- **Outcomes: Adoptions** increased significantly (**41 → 588 → 763**). **Return to Owner** stayed strong (**398–525–490**). **Euthanasia** increased (**137 → 271**). **DOA** rose sharply in **2025 (421)**. **Wildlife releases** increased (**4 → 88**). **Missing** spiked in **2024 (370)** then dropped to **1** in **2025**.

- **Resources:** 8 full-time and 7 part-time staff; 5 volunteers. Facilities include a 16,000 sq. ft. main shelter and 600 sq. ft. surgery center; capacity is 53 dogs and 37 cats.
- **Budget:** \$667,240 (2023) → \$712,266 (2024) → \$888,503 (2025).
- **Agreement:** Services supported through the **Saline County Interlocal Agreement for Services.**

3. Project Objectives

The selected consultant will:

- Conduct a comprehensive, objective review of shelter operations
- Benchmark current practices against industry standards and best practices
- Identify operational strengths, deficiencies, and risks
- Provide prioritized, actionable recommendations for improvement

4. Scope of Services

The operational assessment shall include, but not be limited to, the following areas:

4.1 Physical Facility

- Assessment of building layout, condition, and functionality
- Evaluation of animal flow, intake and isolation areas, and adoption spaces
- Review of safety, sanitation, and biosecurity measures
- ADA compliance and accessibility considerations
- Identification of facility improvements or capital needs

4.2 Shelter Operations

- Review of intake procedures, animal flow, and capacity management
- Evaluation of euthanasia processes, policies, and outcomes
- Assessment of adoption, foster, and transfer programs

4.3 Animal Care and Housing

- Evaluation of daily care protocols, enrichment, and behavioral health
- Housing standards, population density, and stress reduction practices
- Disease prevention and control measures
- Compliance with applicable local, state, and national animal welfare standards.

4.4 Community Engagement

- Assessment of public education, outreach, and marketing efforts
- Evaluation of community partnerships and stakeholder relationships

- Analysis of adoption promotion and public perception

4.5 Volunteer Program

- Review of volunteer recruitment, training, and retention practices
- Evaluation of volunteer roles and integration into operations
- Assessment of program effectiveness and sustainability

4.6 Finance and Budgeting

- Review of operating budget, revenue sources, and expenditures
- Cost analysis of key service areas
- Identification of efficiencies and cost-saving opportunities
- Evaluation of fee structures and financial sustainability
- Recommendations for grant funding opportunities

4.7 Data Management and Reporting

- Assessment of data collection systems and software
- Evaluation of key performance indicators (KPIs)
- Review of reporting practices and transparency
- Recommendations for improved data-driven decision-making

4.8 Leadership and Management

- Evaluation of organizational structure and staffing levels
- Assessment of leadership practices, communication, and culture
- Review of training, performance management, and staff development

4.9 Veterinary Services

- Assessment of on-site or contracted veterinary care
- Review of medical protocols, spay/neuter practices, and treatment plans
- Evaluation of capacity to meet animal health needs

5. Deliverables

The consultant shall provide:

- A detailed written assessment report covering all scope areas
- Executive summary highlighting key findings and recommendations
- Prioritized recommendations with implementation timeline
- Estimated costs associated with recommended improvements
- Presentation of findings to City leadership and stakeholders

6. Project Timeline

The anticipated timeline is as follows:

- RFP Issued: March 31, 2026
- Proposal Due: April 13, 2026
- Consultant Selection: April 16, 2026
- Project Kickoff: April 17, 2026
- Draft Report: May 18, 2026
- Final Report: June 1, 2026

7. Proposal Requirements

Proposals must include:

- Firm qualifications and relevant experience in municipal shelter operations
- Description of project approach and methodology
- Proposed project timeline
- Team composition and key personnel
- Examples of similar completed projects
- References (minimum of three)
- Detailed cost proposal

8. Evaluation Criteria

Proposals will be evaluated based on:

- Relevant experience and expertise (30%)
- Quality and clarity of proposed approach (25%)
- Qualifications of project team (20%)
- Cost and overall value (15%)
- References and past performance (10%)

9. Submission Instructions

Proposals must be submitted electronically in PDF format to:

Jeff Hammond at jeff.hammond@salina.org

Submission Deadline: **April 13, 2026**

10. Terms and Conditions

- The City of Salina reserves the right to reject any or all proposals
- The City of Salina may request additional information or clarification
- All costs associated with proposal preparation are the responsibility of the proposer
- The selected consultant will be required to enter into a professional services agreement with the City of Salina

11. Contact Information and Submission Instructions

For questions regarding this RFP, please contact:

Jeff Hammond

Director of Parks and Recreation

jeff.hammond@salina.org

785-833-8176

