

SHELTER EVALUATION

SALINA ANIMAL SERVICES



National Center for
Animal Shelter Evaluations

TABLE OF CONTENTS

Disclaimer	3
Introduction and Organizational Background	4
Assessment Approach & Report Structure	13
Photo Reference System	16
Theme 1: Sanitation & Biosecurity Failures	17
Theme 2: Facility Hazards & Environmental Risks	30
Theme 3: Chemical Safety & Controlled Substance Risks	39
Theme 4: Lack of Functional Policies & Procedures	48
Theme 5: Leadership, Training, and Oversight Deficiencies	55
Theme 6: Animal Welfare Risks and Inhumane Conditions	60
General Facility Conditions	66
Priority Corrective Actions	67
Conclusion and Next Steps	69
Comparison to 2018 Assessment Findings	71
Appendix	73



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Disclaimers

Operational Assessment Disclaimer: This operational assessment represents a snapshot in time. Findings reflect conditions observed during the evaluation period and information provided by City leadership and SAS staff. Some information was obtained verbally, and in certain cases, verifiable documentation may not have been available or may not exist. Historical accounts referenced in this report are based on staff recollections and may vary in accuracy.

The evaluator has made every reasonable effort to gather accurate, complete, and representative data; however, due to the nature of operational assessments, errors or omissions may occur. Conditions may have changed after the assessment date, and corrective actions taken by the City or Salina Animal Services following the evaluation may not be reflected in this report.

This report is intended to inform decision-making, identify operational strengths and deficiencies, and support improvements aligned with nationally recognized best practice guidelines for animal care and control. It should not be interpreted as a legal determination, regulatory finding, or comprehensive audit.

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Introduction and Organizational Background

Project Award & Purpose of Assessment

Animal Shelter Services, through its National Center for Animal Shelter Evaluations (NCASE), was awarded this project following a competitive Request for Proposals (RFP) issued by the City of Salina, Kansas.

Overview of NCASE and Assessment Scope

NCASE provides independent, comprehensive operational assessments for municipal and nonprofit animal welfare agencies across the United States, focusing on governance, organizational structure, service delivery, staffing, facility conditions, and alignment with best practices in modern animal services. The City of Salina selected NCASE to conduct a full operational assessment of Salina Animal Services (SAS).

City of Salina Profile & Regional Context

Salina is a city in north-central Kansas and the county seat of **Saline County**. As of the most recent U.S. Census estimates, Salina has a population of approximately **46,000 residents**, making it one of the larger regional hubs in central Kansas. The city's location along the I-70 and I-135 corridors positions it as a center for commerce, transportation, and regional services, including public safety and animal services.

Legal Framework for Animal Services in Kansas

The legal foundation for animal services in Kansas is established primarily through **Kansas Statutes Chapter 47, Article 17**, which governs the licensing, inspection, and operation of pounds and animal shelters. While Kansas law does **not** mandate that municipalities operate an animal shelter, it does require that any entity that functions as a pound or shelter be licensed and comply with state standards for the care, recordkeeping, and disposition of animals. Key statutes include:

K.S.A. 47-1704, which requires pounds and animal shelters to obtain a state license.

K.S.A. 47-1710, which outlines requirements for the release, holding, and disposition of impounded animals.

K.S.A. 47-1711, which mandates recordkeeping for animals taken into custody by animal control officers.

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Although the obligation to operate a shelter does not originate at the state level, local law in the City of Salina imposes a functional requirement that the City maintain or contract for an animal shelter. Saline County's code authorizes impoundment and references the use of an "animal shelter," but does not establish or operate a shelter system. Salina's municipal code (Chapter 7 – Animals) provides the primary authority for animal control operations, impoundment procedures, and the designation of a facility for holding animals. These local provisions collectively require the City to maintain an operational shelter to fulfill its ordinance-based responsibilities.

Role of Salina Animal Services

(SAS) Salina Animal Services serves as the city's official municipal shelter and animal control authority. Its responsibilities include impounding stray, at-large, abandoned, and seized animals, enforcing local animal ordinances, ensuring public safety, and providing care, adoption, and community engagement services. The NCASE assessment will evaluate Salina Animal Services' operations across several key areas, including animal sheltering, animal care and handling, staffing, facility conditions, animal management systems, compliance with Kansas law and local ordinances, and alignment with national best practices for animal care and sheltering.

Facility Overview and Housing Capacity

Salina Animal Services operates across two separate buildings: the primary shelter facility and a smaller, detached surgery suite. The main shelter encompasses approximately **10,100 square feet** and houses all animal care, intake, housing, and operational functions. The surgery suite, located in a separate structure on the property, provides an additional **630 square feet** dedicated to surgical procedures and limited medical functions.

The shelter contains a total of **84 animal housing units**, distributed across several functional areas:

- **Dog Kennels** — 32 large dog kennels
- **Court Hold Dog Kennels** — 12 kennels designated for Court Hold animals
- **Cat Housing** — 18 cat cages
- **Cat Isolation** — 14 isolation units for sick or exposed cats
- **Cat Trap Room** — 8 housing units used for trapped or feral cats

These housing areas support the shelter's daily intake, holding, and outcome operations and form the structural basis for the facility's overall Capacity for Care.

Staffing Overview

Salina Animal Services operates with a total of 17 authorized positions across two functional divisions: Shelter Operations and Field Services. The department is overseen by an Operations Superintendent, who supervises the Animal Services Manager. The Manager is supported by an Administrative Assistant and oversees three direct reports: the Animal Welfare Coordinator, the Lead Animal Control Officer, and the Full-Time Kennel Technician. At the time of the assessment, both the Operations Superintendent and the Animal Services Manager were on administrative leave, leaving the department without its two senior-most leadership positions.

Shelter Operations Division

Shelter Operations is responsible for daily animal care, intake, housing, customer service, and administrative support. The Animal Welfare Coordinator supervises staff responsible for feeding, sanitation, enrichment, and public-facing services such as adoptions and lost-and-found assistance. In addition to the full-time kennel technician, the shelter is staffed by a part-time kennel technician, a temp/seasonal kennel technician, and four temp/seasonal dog walkers, who provide essential exercise and enrichment for dogs. A volunteer program exists to support shelter operations; however, at the time of the assessment, only one volunteer was actively permitted to work on site.

Field Services Division

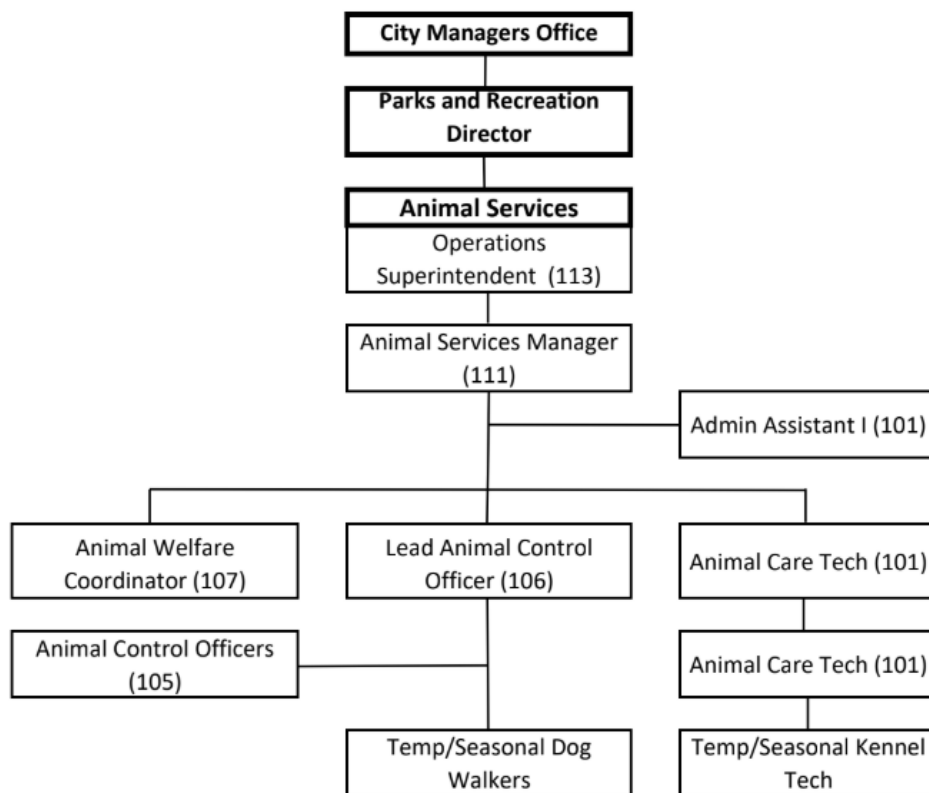
Field Services is led by the Lead Animal Control Officer, who supervises four full-time Animal Control Officers. This team is responsible for enforcing Salina's animal ordinances, responding to public safety concerns, investigating bite incidents and cruelty complaints, assisting law enforcement, and transporting animals to the shelter for impoundment.

Current Staffing Status

At the time of the evaluation, several key positions were **vacant or temporarily unfilled**, including:

- Operations Superintendent (on leave)
- Animal Services Manager (on leave)
- Administrative Assistant (vacant)
- Animal Control Officer (vacant)
- Temp/Seasonal Dog Walker (vacant)

These vacancies significantly limit operational capacity across both Shelter Operations and Field Services and contribute to deficiencies in workflow, sanitation, and oversight identified throughout this assessment.



Mission and Goals

Although SAS does not publish a formal mission statement, the shelter's work is guided by a clearly defined set of operational goals that function as its mission framework. These goals reflect the city's commitment—through its Parks & Recreation Department—that shape the daily practices, priorities, and service delivery of the organization.

SAS's mission-aligned goals are:

- **Increase Live Outcomes** — SAS strives to ensure that as many animals as possible leave the shelter alive through reunification, adoption, rescue partnerships, and community engagement.
- **Decrease Length of Stay** — The shelter works to reduce the amount of time animals spend in care by streamlining processes, improving housing and enrichment, and facilitating timely placement.
- **Raise the Standard of Care** — SAS is committed to providing high-quality daily care, safe housing, enrichment, and medical oversight for all animals entering the shelter.
- **Promote Responsible Pet Ownership** — Through licensing, microchipping, education, and community outreach, SAS supports practices that reduce stray populations, improve animal welfare, and strengthen the human-animal bond.

Location

Salina Animal Services is located at **329 N. 2nd Street, Salina, Kansas (67401)**. SAS is located less than one mile northeast of Downtown Salina, the historic and cultural heart of the city.



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Hours of Operation

According to the SAS Policy & Procedures Manual, the shelter maintains a structured public-access schedule throughout the week. SAS is open to the public for **25.5 scheduled hours across five days**, offers **appointment-only access on one day**, and remains **closed on Sundays**. The weekly schedule is as follows:

Day	Open	Close	Hours
MON	11:00 AM	4:30 PM	5.5
TUE	11:00 AM	4:30 PM	5.5
WED	11:00 AM	4:30 PM	5.5
THU	By Appointment Only		0.0
FRI	11:00 AM	4:30 PM	5.5
SAT	10:00 AM	1:30 PM	3.5
SUN	Closed		8.0
TOTAL # OF HOURS OPEN TO THE PUBLIC			25.5

*SAS is closed to the public for City Holidays.

Salina Animal Services' public hours and appointment structure have recently changed due to staffing limitations and operational demands. According to the Director of Parks and Recreation, the shelter is open to the public for appointments Monday through Thursday from 10:00 a.m. to 4:00 p.m., with 30-minute appointments scheduled on the half hour. As a result of these changes, the hours-of-operation table listed above is no longer accurate.

Historically, Thursdays have been appointment-only because the day is dedicated to surgical procedures, which require additional staff resources and limit availability for general public services. However, beginning in April 2026, the shelter expanded appointment-only operations to Monday through Wednesday as well. As explained to the evaluator, this change was implemented in response to restricted staffing capacity caused by two employees being placed on administrative leave and ongoing position vacancies.

Governance and Advisory Structure

The City of Salina has established a formal Animal Control Advisory & Appeals Board to oversee Salina Animal Services (SAS). This board provides guidance to the Animal Shelter, City Commission, and city staff on the operations and regulations outlined in Salina Code Chapter 7 – Animals, and it hears appeals related to animal permits.

The board consists of seven adult members and two youth representatives, all serving three-year terms with a limit of two terms. Traditionally, the board meets quarterly, providing routine oversight and maintaining a consistent governance rhythm for the organization.

The board's responsibilities include advising on animal control policies, ordinances, enforcement duties, and broader issues related to animals. While city staff have recently focused more narrowly on enforcing ordinances, board members and residents often raise concerns about shelter conditions, operational practices, and public accountability.

Oversight of SAS is also conducted through the City's administrative structure, which includes:

- Operations Superintendent
- Parks & Recreation leadership
- City Commission — through adoption of ordinances, approval of policies, and budget decisions

Animal-related ordinances within Chapter 7 provide the legal authority for impoundment, enforcement, and shelter operations. The City Commission reviews and approves policy changes, budget decisions, and ordinance updates, establishing the legislative framework for SAS operations.

Community engagement occurs through public meetings, City Commission sessions, and interactions with local rescue partners, volunteers, and residents, creating multiple avenues for feedback and accountability.

Strategic or Long-term Plan

None.

Summary

Salina Animal Services operates within a clearly defined municipal structure that places the shelter under the City of Salina's Parks & Recreation Department. Administrative leadership is assigned to the Operations Superintendent and daily management to the Animal Services Manager; however, at the time of this assessment, **both senior-most positions were vacant**, creating **significant operational strain** and leaving the department **without its primary leadership layer**. Shelter Operations and Field Services function as coordinated divisions responsible for animal care, customer service, enforcement, and public safety, but both divisions are currently affected by multiple vacancies, limited seasonal staffing, and the presence of only one active volunteer.

These staffing shortages have directly affected public access. Although the Policy & Procedures Manual lists 25.5 open hours per week, SAS is presently operating Monday through Thursday from 10:00 a.m. to 4:00 p.m. **by appointment only**, with Thursdays historically reserved for surgery and Monday through Wednesday converted to appointment-only beginning in April 2026 due to restricted staffing. As a result, the published hours of operation are no longer accurate and do not reflect current practice. The organization's work is shaped by Kansas Statutes Chapter 47, local ordinances, and alignment with its operational goals of increasing live outcomes, reducing length of stay, raising the standard of care, and promoting responsible pet ownership. However, SAS does not maintain a strategic or long-term plan, which limits the organization's ability to translate these goals into coordinated priorities, guide resource allocation, and proactively address emerging operational needs. Taken together, these structural conditions, staffing limitations, and operational constraints form the context in which SAS currently functions and establish the foundation for the deeper analysis presented throughout the NCASE assessment.

Assessment Approach & Report Structure

The assessment of Salina Animal Services (SAS) is grounded in a structured, evidence-based methodology designed to evaluate operational performance, organizational capacity, and alignment with statutory and ordinance-driven responsibilities for animal care, impoundment, and public safety. The organizational overview and baseline context provided in the preceding section establish the conditions under which SAS is currently functioning and frame the lens through which subsequent findings should be interpreted. Under typical circumstances, an assessment would proceed through a systematic review of facility conditions, shelter operations, animal care and housing, community engagement, volunteer programs, budgeting, data systems, leadership, and veterinary services. **However, the conditions observed during the on-site assessment necessitated a modified approach**, with greater emphasis on structural gaps, staffing limitations, and operational constraints that directly influence SAS's ability to meet its mandated responsibilities.

Scope of Assessment

In accordance with the City's contract and the scope outlined in the RFP, this assessment examined all required operational domains, including physical facility conditions, shelter operations, animal care and housing, community engagement, volunteer programs, budgeting, data management, leadership, and veterinary services. However, due to the number and severity of critical issues identified across these areas, the findings are presented in a theme-based diagnostic format to more accurately reflect the systemic nature of the problems observed and to provide the City with clear, actionable priorities.

Additional Context on Scope and Prioritization

While many additional observations and minor issues were documented during the assessment, they are not included in this report. The critical nature and severity of the systemic failures outlined in the six themes far outweigh smaller operational concerns. Until the City addresses these core deficiencies, SAS will not be in a position to resolve lower-level issues. Time is of the essence for the City to commit the resources, leadership, and corrective action necessary to fix the problems that have persisted at the Salina Animal Shelter.

During the evaluation, it became immediately apparent that SAS is experiencing systemic operational breakdowns that cut across all traditional assessment categories. The severity and pervasiveness of these issues—spanning sanitation, biosecurity, workflow, environmental health, chemical safety, animal handling, and organizational oversight—require a reporting structure that is both more direct and more urgent than a conventional narrative format. The conditions documented were not isolated deficiencies within individual departments; they were interconnected failures that collectively compromise animal welfare, staff safety, public health, and regulatory compliance.

These findings also reflect a historical pattern. Many of the deficiencies identified during this assessment were previously documented in the Animal Control and Shelter Study prepared by the National Animal Care and Control Association in July 2018, and several have persisted or worsened over the past eight years. That earlier evaluation noted that the Animal Services Manager at the time acted largely on her own authority, a leadership condition that contributed to operational instability and persistent operational problems. Across these periods, the City has also struggled to recruit and select shelter leadership with the professional expertise necessary to manage a municipal animal services operation, a challenge compounded by ongoing public controversy and advocacy-driven criticism surrounding the shelter. While often well-intentioned, this sustained external pressure creates an environment that can deter qualified candidates from pursuing leadership roles at SAS, further limiting the organization's ability to correct long-standing issues. Taken together, these factors demonstrate that the problems at SAS are deeply rooted and have persisted across multiple leadership eras, underscoring the need for a clear and decisive diagnostic report.

Given the urgency of these findings and the need for the City to receive accurate, actionable information as quickly as possible, this assessment is presented in a theme-based diagnostic format. This structure allows the report to deliver the most critical operational failures in a manner that is:

- **More succinct**, prioritizing the issues that pose immediate risk
- **More actionable**, organizing findings by functional impact rather than departmental boundaries
- **More reflective of actual conditions**, capturing the cross-cutting nature of the problems observed
- **More urgent**, enabling the City to understand the scope and severity of the issues without navigating a lengthy narrative

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The six themes that follow represent the dominant operational patterns observed throughout the facility. Each theme is supported by specific examples documented during the on-site assessment, illustrating not only what was found but why it matters and how it impacts the shelter's ability to meet its legal, ethical, and operational responsibilities. These themes are

1. Sanitation & Biosecurity Failures
2. Facility Hazards & Environmental Risks
3. Chemical Safety & Controlled Substance Risks
4. Lack of Functional Policies & Protocols
5. Leadership, Training and Oversight Deficiencies
6. Animal Welfare Risks & Inhumane Housing Conditions

This structure is intentional. It reflects the reality that SAS's challenges are not confined to one department or one operational area—they are systemic. Presenting the findings through these six themes allows the City to clearly see the patterns that must be addressed and provides a direct pathway to corrective action.

Photo Reference System

Throughout this report, certain observations include parenthetical references such as **(1.A.1)** or **(2.B.1 – 2.B.7)**. These codes correspond directly to photo files included in the accompanying **SAS Assessment – Photo Evidence** ZIP folder. Each reference points to a specific image that documents the condition, practice, or facility issue described in the narrative.

Photos are organized by theme to mirror the structure of the written assessment.

- **Theme 1 photos** begin with “**1**”
- **Theme 2 photos** begin with “**2**”
- **Theme 3 photos** begin with “**3**”, and so on

Within each theme, photos are further grouped by subcategory (A, B, C, etc.) and numbered sequentially. For example:

- **(1.A.1)** = Theme 1 → Subcategory A → Photo 1
- **(2.B.7)** = Theme 2 → Subcategory B → Photo 7

This system allows readers to easily locate the exact photo associated with each observation without embedding images directly into the written report. All referenced photos can be found in the ZIP file using the matching file names.

THEME 1 — Sanitation & Biosecurity Failures

Salina Animal Services is experiencing widespread and systemic failures in sanitation, disinfection, and biosecurity practices. These deficiencies were observed across nearly every functional area of the shelter and represent the most urgent operational risks identified during the assessment. Staff are dedicated and committed to animal care, but they are not receiving the training, tools, or oversight necessary to maintain a safe and sanitary environment. As a result, daily cleaning practices, disease-control procedures, and environmental hygiene fall significantly below accepted sheltering standards and expose animals, staff, and the public to preventable health hazards.

Why This Theme Matters

Effective sanitation and biosecurity are foundational to shelter operations. They prevent disease transmission, protect staff and visitors, ensure humane housing, and maintain compliance with state shelter regulations. When sanitation systems fail, disease spreads rapidly, environmental contamination accumulates, and animals experience unnecessary illness, stress, and prolonged length of stay. At SAS, the failures documented are not isolated incidents—they reflect a systemic breakdown in training, workflow, and oversight that requires immediate corrective action.

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The conditions observed during this assessment demonstrate that these problems are longstanding and deeply rooted within core operational systems. Despite changes in personnel and organizational structure over time, SAS has not established or maintained the sanitation and biosecurity standards required for safe, humane, and legally compliant sheltering.

Taken together, these findings show that sanitation and biosecurity failures at SAS continue to undermine the organization's stated goal of raising the standard of care.

Examples Observed During the Assessment

- On the first day of the three-day evaluation, inspection of the laundry room revealed that both the laundry detergent bucket and the bleach bucket connected by hose to the washing machine were completely empty. As a result, every load processed in the machine was neither cleaned nor sanitized. This condition remained unchanged for all three days of the assessment, as the evaluator confirmed that the chemical buckets were never refilled. Because a parvo outbreak was occurring at the time, all towels, blankets, and other laundry items were effectively being rinsed only in water, reintroducing unsanitary materials back into the shelter environment and contributing to ongoing contamination.
- Artificial turf is used as a surface area in the cat room. Artificial lawn is a material that cannot be disinfected and traps hair, litter dust, and pathogens, and because sunlight from the window above it warms the turf, it further creates a micro-environment where trapped contaminants persist, and microbial pathogens can remain viable or worsen over time. (1A)
- A senior staff member was observed collecting two fecal samples—one for giardia testing and one for parvo testing—from a Court Hold dog exhibiting gastrointestinal symptoms. After obtaining the samples, she carried both cotton swabs, containing fecal matter, from the kennel area to the front desk and placed them on the customer-facing countertop. Although she later stated the swabs were set on top of foil, this does not materially reduce the contamination risk. The swabs already contained fecal material and a parvovirus-positive sample, meaning viral particles could have been deposited on her hands, clothing, or the floor during transport. Placing high-risk biological material on a porous laminate counter—regardless of what it rested on—created an immediate and significant contamination hazard. In addition, she was not wearing full PPE, increasing her own exposure risk and the likelihood of spreading the virus throughout the facility.
- A ringworm-positive cat was being housed in the multipurpose staff kitchen, a shared space with constant foot traffic and routine daily use. Ringworm is a fungal infection that spreads easily through direct contact, contaminated surfaces, spores in hair and dander, skin flakes, and airborne particulates—especially in confined or dusty environments. Because staff were not consistently using appropriate PPE, they were exposed through multiple pathways, including food handling, touching shared surfaces, and inhaling airborne hair and dander. The cat's placement near the kitchen door and in close proximity to the sink created a workplace safety liability and potential workers' compensation exposure. In addition, ringworm spores can transfer via shoes, clothing, door handles, and food preparation areas, placing the shelter at high risk for

facility-wide dermatophyte spread. Combined with the poor cleaning and sanitation standards documented throughout this report, the shelter environment presents a significant contamination risk.(1B1, 1B2)

- Throughout the facility, humidifiers, air purifiers, and fans were visibly dirty, clogged, and dispersing contaminants directly into the breathing zone of both animals and staff. In an animal shelter environment, these devices continuously pull in and recirculate organic debris such as hair, dander, dead skin cells, saliva, and microscopic biofilms, along with high-risk pathogens including parvovirus, panleukopenia, calicivirus, Bordetella, ringworm spores, and intestinal parasite cysts. When filtration systems are not routinely cleaned or replaced, they become active fomites—mechanisms that aerosolize contaminated particulates and spread them across rooms, kennels, and shared workspaces. The fans in dog housing areas and the garage were heavily caked with hair, dust, and organic buildup, further amplifying airborne transmission risks. In this condition, every device intended to improve air quality instead functioned as a vector for environmental contamination, contributing to facility-wide pathogen dispersal and increasing exposure risks for both animals and staff. (1.C.1 - 1.C.14)
- Staff responsible for cleaning the cat room were observed placing the cat directly on the floor while its cage was being cleaned. Because the floor is never properly cleaned or disinfected, this exposed the cat to harmful pathogens it could touch, lick, pick up on its paws, or transfer onto its coat, increasing the risk of illness or viral spread. This risk was compounded by staff placing contaminated litter pans on top of the garbage can while scooping waste; in doing so, they frequently touched the sides of the pan, contaminating their gloves—which were not changed between cats—and then immediately handled the animal, creating another pathway for pathogen transmission. In addition, staff often had to leave the area mid-cleaning, and with dirty kitten litter left on the floor, the likelihood of stepping in contaminated material and tracking it throughout the facility was extremely high.
- Many of the hand tools used for daily cleaning—such as pooper-scooper sets, trays, and rake assemblies—were never cleaned or sanitized after use. The majority were left in animal housing areas contaminated with feces and urine, and staff routinely used them the following day in the same condition. One dog kennel technician briefly rinsed off a tray only after realizing she was being observed by the evaluator, further underscoring the lack of consistent sanitation practices.(1.D.1 – 1.D.4)

- Staff were repeatedly observed carrying towels and blankets saturated with feces and urine pressed against their clothing while walking them to the laundry room, allowing organic waste to fall onto the floor and spread contamination throughout the facility.
- Areas throughout the facility lack proper cove bases, leaving open floor-to-wall seams where dirt, moisture, organic debris, bacteria, viruses, fungal spores, and other pathogens can accumulate and remain protected from routine cleaning. These recessed gaps create ideal havens where resilient pathogens—such as parvovirus—can persist in a dormant state and later resurface when a dog walks through the area, picks up contaminated material on its paws, and subsequently ingests it during normal grooming (1.E.1 – 1.E.2).
- Most of the ceiling dust deflectors AND VENTS were covered with a film of dust and dirt, along with likely microbial contaminants. These surfaces appear to be rarely—if ever—cleaned or sanitized, allowing accumulated debris, bacteria, mold, and airborne pathogens to continually circulate throughout the facility. (1.F.1 – 1.F.2)
- Most of the floor surfaces—particularly in the dog housing areas and hallways—had extensive visible sections of brown film, consistent with biofilm accumulation. Biofilm is a slimy, glue-like layer composed of bacteria, mold, and organic debris such as urine, feces, saliva, fur, and microscopic food particles. This sticky matrix acts as a protective shield, allowing viruses, harmful bacteria, fungi, and other pathogens to survive, multiply, and resist standard cleaning products. Its presence is a direct result of improper daily cleaning and sanitation practices. Staff do not have extendable scrub brushes, and floors are only mopped—often poorly and without sufficient friction or “elbow grease”—allowing biofilm to build up over many months, if not years.(1.G.1)

- A parvo outbreak occurred during the on-site assessment, and the situation was mishandled from the very beginning. As documented earlier, used viral test swabs containing fecal matter were carried from the Court Hold kennel area to the front counter and placed on a customer-facing surface, creating an immediate contamination risk regardless of the material placed beneath them. Once parvovirus was confirmed, staff present did not know how to respond, and none of the internal documents provided any guidance or contingency plans for viral outbreaks. What followed was confusion, conflicting opinions, and a level of disorganization that made it clear the situation was likely to escalate further. The director of Parks and Recreation was eventually consulted, and a protocol was implemented requiring staff to put on shoe covers upon entering the front and garage doors, change them again at the vestibule leading to Court Hold and dog adoptions, and change them once more at the end of the hallway leading to the garage. Isolation gowns were provided at the end of the hallway and in the vestibule; however, gloves were not provided at any point during the outbreak. Without gloves, staff repeatedly changed shoe covers using their bare hands, often grabbing the contaminated underside of the covers that had been in dog kennels or on unsanitary floors. This resulted in staff transferring contaminants to their hands and then to door handles and other shared surfaces. In effect, the entire facility became a widespread vector for contagion.
- Unfortunately, during the parvo protocol requiring shoe-cover changes at every doorway, dog walkers were observed trying to manage excited dogs on leash while balancing on one foot to change their shoe covers. This led to multiple instances where staff became tangled in leashes, lost their balance, or were put in unsafe positions. The hallway between the dog adoption kennels and the garage required staff to change shoe covers twice within roughly five feet, further complicating movement. Staff already demonstrated poor animal-handling skills, and the added requirement of unnecessary, rapid shoe-cover changes in a narrow hallway made the situation even more hazardous. One dog walker was observed attempting to manage two excited, leashed dogs simultaneously, creating a clear potential for injury to the staff member and liability to the City.

- A staff member with responsibilities that include daily animal care, routine medical support tasks, and assistance with specialized shelter functions was observed cleaning the Court Hold area during the parvo outbreak. Although she wore an isolation gown, she wore her own work boots and removed them at the end of cleaning, leaving them inside the outbreak area. Her jeans were soaked from just below the knee down to the mid-calf, indicating direct contact with water, disinfectant chemicals, and both solid and liquid animal waste. After finishing in the room where parvo was first discovered, she then walked to the front counter, increasing the likelihood of spreading viral particles through contaminated clothing and footwear. Given the improper cleaning and sanitation techniques documented throughout this report, along with incorrect use of disinfectants, she was at significant risk of transmitting parvovirus throughout the facility. These practices contribute to the ongoing pattern of animals contracting or leaving the shelter with parvo.
- An area carpet was placed in the dog kennel leading to the outside play yards. Area carpets should never be used in animal shelter environments because their porous fibers trap bacteria, viruses, parasites, and odors. Unlike non-porous, disinfectable surfaces, carpets cannot be effectively sanitized between animals, creating a persistent reservoir for pathogens and increasing the risk of disease transmission throughout the facility. Their presence in high-traffic animal areas represents a significant breakdown in basic sanitation practice and exposes animals, staff, and visitors to preventable health hazards.(1.H.1)

Operational Impact

- Increased transmission of parvo, ringworm, URI, and other infectious diseases
- Significant cross-contamination caused by improper handling of soiled linens, increasing disease transmission risk and creating unsafe working conditions.
- Widespread environmental contamination
- Unsafe conditions for staff, including exposure to zoonotic pathogens
- Prolonged length of stay due to illness and delayed medical evaluation
- Reduced live outcomes as animals become sick or deteriorate behaviorally
- Regulatory compliance risks under Kansas Statutes Chapter 47
- Public health exposure risks
- Loss of community trust if unsafe conditions are observed or reported

Recommendations

Salina Animal Services must undertake a comprehensive and immediate overhaul of its sanitation, cleaning, and biosecurity systems. The deficiencies observed are systemic and stem largely from poor or ineffective leadership, inadequate and outdated Policies & Procedures, a lack of active daily management, and deeply flawed cleaning and sanitation protocols. These conditions are not new; they have persisted for at least eight years. The continuation of these failures across multiple leadership eras demonstrates that SAS has not established or maintained the operational standards required for safe, humane, and legally compliant sheltering. The following recommendations outline the level of intervention necessary to restore functional, compliant, and sustainable shelter operations.

1. Engage an Independent Shelter Operations Expert

SAS should contract with an external, independent animal shelter professional who specializes in developing comprehensive Policies & Procedures (P&P) for municipal shelters. This expert must have demonstrated experience in shelter sanitation, biosecurity, disease control, workflow design, and staff training. The consultant should be responsible for creating a complete P&P manual covering all operational domains, including cleaning and disinfection protocols, PPE standards, disease-specific response plans, animal handling, and environmental health.

Animal Shelter Services specializes in municipal shelter operations, including drafting and developing SOPs and P&Ps, as well as training staff and volunteers in proper cleaning, sanitation, and biosecurity protocols. Because Animal Shelter Services conducted this assessment, the company is fully familiar with SAS's operational needs and is well-positioned to support corrective action. To maintain transparency and avoid any perception of conflict of interest, Animal Shelter Services is prepared to submit a competitive bid alongside other qualified firms, ensuring the City's selection process remains impartial and fully aligned with procurement standards.

2. Implement Mandatory, Department-Wide Training in Cleaning, Sanitation, and Biosecurity

All staff must receive formal, competency-based training in proper cleaning and disinfection, chemical dilution, PPE use, disease containment, cross-contamination prevention, safe animal handling, and transport safety. Training must be mandatory, documented, and repeated annually. Initial and corrective training must be delivered by an external, independent animal shelter professional with demonstrated expertise in shelter cleaning, sanitation protocols, infection control, and best-practice biosecurity standards. This ensures accuracy, consistency, and adherence to industry expectations. Ongoing refresher training may be conducted internally once staff demonstrates competency and systems are stabilized.

3. Replace Improper Materials and Contaminated Equipment

SAS must remove all non-disinfectable or inappropriate materials from animal areas, including artificial turf, carpeting, contaminated fans, dirty humidifiers, and clogged air purifiers. These items should be replaced with non-porous, disinfectable surfaces and industrial-grade equipment designed for shelter environments. Proper storage carts, rolling laundry carts, PPE stations, and sanitation tools should be installed throughout the facility.

4. Establish Daily Supervisory Oversight of Sanitation and Biosecurity

A trained supervisor must conduct daily inspections of cleaning practices, chemical dilution, PPE use, laundry operations, isolation procedures, and equipment sanitation. Deficiencies should be corrected immediately, and compliance should be documented. Sanitation oversight cannot be left to informal staff discretion.

5. Create Written Disease-Specific Response Protocols

SAS must develop clear, accessible protocols for parvo, ringworm, URI, panleukopenia, kennel cough, and other infectious conditions. Each protocol should include isolation procedures, PPE requirements, cleaning steps, staff roles, communication plans, and restrictions on animal movement. These protocols must be developed in coordination with an external, independent sheltering expert and/or a veterinarian with demonstrated experience in shelter medicine to ensure accuracy, best-practice alignment, and proper disease-control standards. The finalized protocols must be incorporated into the P&P manual and reinforced through staff training.

6. Conduct a Full Environmental Reset of the Facility

Before new protocols can be implemented, SAS must complete a full environmental reset of the shelter. In a shelter environment, an environmental reset requires more than routine cleaning; it involves deep cleaning every room, removing all movable crates, cages, kennels, and equipment from each space so that floors, walls, cove bases, vents, and high-touch surfaces can be fully sanitized, disinfected, and de-cluttered. All crates and cages must be cleaned and disinfected outside the building while interior rooms are reset, reorganized, and restored to functional condition. This process also includes replacing contaminated equipment, eliminating accumulated clutter, and re-establishing clear workflow areas and functional intake and exam spaces. A clean, organized, and fully sanitized environment is essential for sustaining improved practices and preventing the recurrence of widespread contamination.

The new SOPs and P&Ps developed for SAS must also include a quarterly deep-cleaning protocol using this same process of removing movable equipment, conducting full-room sanitation, and resetting workspaces. Regular environmental resets will prevent the shelter from falling back into the unsafe and unsanitary conditions documented in this assessment and will help maintain a stable, healthy, and compliant operational environment.

7. Hire a Shelter Director with Strong Operational Competency

SAS requires a Shelter Director with direct, hands-on experience in animal shelter operations and a strong understanding of sanitation, biosecurity, animal handling, and modern sheltering practices. This individual must also possess solid management skills and be able to motivate, train, and guide staff while enforcing daily operational standards. The Shelter Director must be capable of supervising personnel effectively, leading during disease outbreaks, and ensuring full compliance with established protocols.

Although SAS currently operates within the Parks & Recreation Department, the scope and technical complexity of municipal animal sheltering demand dedicated, subject-matter-expert leadership. The Director of Parks & Recreation is responsible for managing his own department and staff and should be credited with providing high-level oversight; however, he is not an animal-sheltering specialist and cannot reasonably be expected to manage the day-to-day operational, medical, and biosecurity requirements of a modern shelter. Without a Shelter Director with the necessary technical expertise and operational authority, the department is not positioned for success and cannot achieve the stability needed to correct longstanding systemic issues.

It is also incumbent upon the City to ensure that foundational operational systems — including updated SOPs, comprehensive P&Ps, modern cleaning and sanitation protocols, and the other corrective actions outlined in this Theme — are established **before** recruiting new leadership. Bringing a Shelter Director into a dysfunctional or unstable operational environment increases stress, undermines effectiveness, and heightens the likelihood of turnover, which SAS cannot afford given its history and current challenges. Establishing these essential building blocks first will allow a new Shelter Director to enter a system positioned for success rather than one set up for failure. *(Reference Leadership Recruitment Challenges on the next page.)*

Leadership Recruitment Challenges in a High-Visibility Environment

Across public-facing municipal departments, sustained controversy or public criticism often undermines an organization's ability to attract strong leadership. When an agency becomes the focus of ongoing media attention, community debate, or advocacy-driven pressure, potential candidates often perceive the environment as unstable or high-risk. Even when advocacy groups are motivated by genuine concern, the cumulative effect of prolonged external scrutiny can make leadership roles less appealing to experienced professionals, who may be reluctant to take on positions marked by conflict or reputational challenges. These patterns are widely recognized in public administration research and help explain why departments like Salina Animal Services may struggle to recruit and retain the level of leadership expertise needed to stabilize operations and implement long-term improvements.

Selected References

- *Public Administration Review* – Impact of public controversy on leadership recruitment
 - *Human Resource Management Review* – Media influence on applicant interest
 - *Nonprofit Management & Leadership* – Community advocacy and organizational strain
 - *Journal of Organizational Behavior* – Reputational considerations in leadership decisions
 - *International Public Management Journal* – Leadership turnover in high-scrutiny agencies
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THEME 2 — Facility Hazards & Environmental Risks

The physical condition of the Salina Animal Services facility presents significant risks to animal welfare, staff safety, and operational efficiency. Multiple areas of the building are cluttered, deteriorated, or improperly maintained, creating unsafe environments and preventing staff from performing essential duties. The facility's layout, materials, and environmental conditions further contribute to stress, illness, and behavioral deterioration among animals, and create workplace safety hazards for staff, consistent with conditions identified in OSHA best-practice guidelines for animal care environments.

These conditions also directly conflict with SAS's mission-aligned goals. Unsafe and deteriorated housing environments impede efforts to increase live outcomes, as animals become sick, stressed, or behaviorally unstable. Cluttered, inefficient, and poorly maintained spaces prolong daily workflows and contribute to illness, thereby increasing length of stay. The facility's condition makes it impossible to raise the standard of care, as staff cannot provide safe, sanitary, or humane housing within an environment that is structurally unsound and environmentally hazardous. Finally, the presence of facility-wide risks undermines SAS's ability to promote responsible pet ownership, as the shelter cannot model best-practice care or provide a safe, educational environment for the public.

In addition to conflicting with SAS's operational goals, the facility's condition violates multiple components of the internationally recognized Five Freedoms of Animal Welfare, including freedom from discomfort, freedom from pain and injury, and freedom from fear and distress. Cluttered rooms, deteriorated materials, unsafe flooring, poor ventilation, and hazardous environmental conditions prevent animals from experiencing even the most basic standards of humane care. These facility-wide risks undermine both animal welfare and staff safety, and they create conditions incompatible with modern sheltering expectations.

Taken together, the facility hazards documented in this assessment represent not only operational and safety failures, but also fundamental barriers to achieving the core goals that define SAS's mission and public responsibilities.

Why This Theme Matters

A safe, well-maintained facility is essential for humane housing, effective sanitation, and efficient workflow. When the physical environment is compromised, animals experience increased stress, disease spreads more easily, and staff are placed at risk of injury or exposure. Facility conditions also directly impact the public's perception of the shelter and the City's ability to meet its legal obligations for humane care.

Unsafe housing conditions undermine SAS's commitment to decreasing length of stay and improving live outcomes.

These conditions also present clear workplace safety hazards, including excessive noise exposure, tripping risks, improper chemical storage, lack of accessible SDS, and the potential need for eyewash stations—hazards consistent with those identified in OSHA best-practice guidelines for animal care environments.

Examples Observed During the Assessment

- The hallway corridor between the dog adoption kennels and the garage—spanning roughly five feet in width—was heavily cluttered with a myriad of items, including food storage bins, a platform truck loaded with supplies, three-wide lockers, upright storage units, a desk, and a stainless-steel exam table, severely restricting movement and preventing the safe transport of animals & equipment. (2.A.1 – 2.A.6)
- The garage was observed in a severely disorganized and unsafe condition. The space contained multiple tripping and collision hazards, including two sliding barn doors lying on the floor, bags of pet food, a wooden crate, assorted metal and plastic kennels, boxes of medical and miscellaneous supplies on the ground, a PetPaws dog treadmill, cinder blocks, and other items scattered throughout the area. Shelving was dirty, equipment was broken, and overall housekeeping was absent. (2.B.1 – 2.B.8)
- The exam room—designated as the specialized space for conducting dog and cat exams, particularly at intake—was disorganized and unclean. The stainless-steel exam table could not be used, as the entire surface was covered with a myriad of dirty, unsanitary items. In addition, boxes, plastic containers, and storage bins cluttered the surrounding area, preventing anyone from getting within two feet of the table. (2.C.1 – 2.C.4)
- The Laundry Room functions as a catch-all space where staff toss soiled blankets and towels during cleaning, resulting in a large, contaminated pile that routinely overflows into the hallway. Plastic storage bins are stacked from floor to ceiling, many unlabeled, and the majority of the floor is obstructed by blankets, towels, or bins, creating significant tripping hazards and making the room difficult to enter. Access to laundry detergent and bleach is blocked by an overflowing garbage container wedged between the dryer and the wall. Behind the washer and dryer, numerous items are strewn haphazardly, adding to the clutter. The combination of flammable materials, obstructed pathways, and accumulated debris creates a fire hazard. Because staff throw soiled items into the room indiscriminately, fecal debris is present on the floor and is tracked throughout the facility, representing a serious sanitation and biosecurity failure. (2.D.1 – 2.D.9)

- Surface temperatures in the two outdoor dog play yards with artificial turf were dangerously high, reaching **159.7°F in full sun** and **103.1°F in shaded areas**. A surface becomes unsafe for canine paws at **120–125°F**, where severe thermal burns and blistering can occur within minutes. At the temperatures recorded, artificial turf poses an immediate risk of paw-pad burns, heatstroke, and heat exhaustion, as the plastic and rubber materials radiate heat upward and rapidly elevate a dog's core body temperature. (2.E.1 – 2.E.2)
- Metal kennels were leaned against the wall, obstructing access to the garage door control. The overall condition of the garage is unacceptable and presents significant safety risks and liability exposure to the City. Employees have the right to file workplace-safety complaints with state regulatory agencies, which may initiate inspections, issue citations, and impose corrective actions. Kansas law requires public employers to provide a safe working environment, and the conditions documented in this area fall well short of that obligation.(2.F.1)
- Most of the doors, walls, window sills, floors, ceilings, ceiling fans, and various other items throughout the facility showed visible accumulations of dust and dirt, which—as documented elsewhere in this report—harbor pathogens and environmental contaminants. This level of buildup is indicative of poor daily cleaning practices and the complete absence of a structured deep-cleaning protocol. Without routine and thorough sanitation, dust, debris, and microbial matter accumulate over time, creating persistent reservoirs of harmful organisms and further degrading overall facility hygiene.(2.G.1 – 2.G.18)
- Many of the plastic bins used for food storage were visibly dusty and dirty, and several dog-food containers had dried fecal material on the exterior surface. This means staff are likely contacting fecal matter—and dried urine or other organic waste—each time they handle the bins or remove the lids. The rolling cart used to transport these bins also had a visible biofilm and additional pet waste residue, further contaminating the food-handling process and creating a significant sanitation and biosecurity risk.(2.H.1 – 2.H.5)
- The evaluator used a sound-level meter to measure barking in both dog housing areas—Dog Kennels and Court Hold. Readings taken at multiple times throughout the day showed extremely high noise levels, ranging from **98.7 to 110.9 dBA**, well above thresholds known to cause stress, anxiety, and behavioral deterioration in kennelled dogs. Most dogs displayed poor welfare indicators, including repetitive circling, pacing, and “zoomies,” all of which are recognized self-soothing behaviors triggered by chronic stress.

- In addition to behavioral signs, many dogs had stool consistent with “soft” to severe diarrhea according to the Purina Fecal Scoring Chart. Soft or wet stool is a classic sign of stress colitis, but may also indicate dietary indiscretion, parasites, or infectious disease. Regardless of the underlying cause, the prevalence of abnormal stool demonstrates that dogs in the SAS sheltering system are not exhibiting appropriate mental or physical well-being.

Taken together, the extreme noise levels, stress-related behaviors, and abnormal fecal scores clearly show that the environment created by SAS induces significant and ongoing stress in the animals housed there.

- While observing morning cleaning procedures in the dog kennels—an environment where hoses are used to spray water and disinfectants, resulting in significant water accumulation on the floors—the evaluator noted an electrical fan cord connected to an extension cord resting directly in a pool of water. Although the extension cord was plugged into a Ground Fault Circuit Interrupter (GFCI) outlet, this still presents a serious electrocution hazard. If staff inadvertently plug equipment into a non-GFCI outlet or if the GFCI fails, contact between energized electrical cords and standing water could result in a severe or fatal shock. The fact that this condition occurred during routine cleaning demonstrates a lack of electrical-safety awareness and exposes staff to preventable, high-risk hazards.(2.J.1)
- Water pressure dropped to zero whenever the drains were opened in the dog kennels, causing toilets to become non-functional and preventing faucets from dispensing water. This left the facility without the ability to flush restrooms or provide running water for handwashing during critical periods. The interruption of basic water access represents a fundamental breakdown in essential sanitation practices and significantly increases the risk of disease transmission within the facility.
- On the second day of the evaluation, the evaluator observed the med room door standing open, providing unrestricted access to a room used for storing medical supplies and controlled-substance delivery equipment. Most concerning was the presence of **two tranquilizer rifles**, stored in soft-shell cases and resting against a metal shelving unit. The door remained open for the entirety of Day 2 and remained open throughout Day 3 until the evaluator left the premises, meaning **the rifles were unsecured for an extended period**. The evaluator did not find any controlled substances stored in this area.

A staff member initially reported that only two individuals were authorized to access the med room; however, it was later confirmed that five employees had access. Because multiple individuals were authorized and the door was discovered open during routine operations, the incident demonstrates that a controlled-access room was left unsecured.

The rifles were identified as Pneu Dart Model 178B air-powered, breech-loading immobilization rifles. While the ATF does not classify this model as a traditional firearm, the immobilization drugs used inside the darts are federally regulated controlled substances that must be stored in a securely locked cabinet or safe at all times under DEA controlled-substance storage requirements.

Although no controlled substances were present, leaving the rifles unsecured still poses a significant safety risk because the device is capable of firing heavy darts at high velocity, delivering potent veterinary sedatives, and causing severe injury or accidental chemical exposure if accessed by untrained or unauthorized individuals.

The unsecured med room and tranquilizer rifles represent a serious operational failure, exposing staff, visitors, and animals to preventable hazards and violating required security protocols for controlled-substance delivery equipment. (2.K.1 – 2.K.4)

- During the first day of the inspection, the evaluator discovered a black three-ring binder labeled “**SDS Salina Animal Shelter**” on a shelf inside the broom closet. The binder was partially covered by a dusty mop head, indicating it had not been accessed or maintained for a significant period of time. Upon review, the binder was clearly outdated: it contained SDS sheets dated **2015** and a Hazard Communication written plan from **1995**, along with documentation for chemicals no longer used in the facility.(2.L.1)

When staff were asked about the SDS manual, several reported they did not know what an SDS binder was, while others stated they had never seen one. This demonstrates a critical breakdown in chemical-safety training, regulatory compliance, and staff awareness of required hazard-communication practices.

- Above the front counter area, numerous decorative magnetic light-cover panels are installed, each one collecting visible dust and pet dander and reducing overall light output. The accumulation of dust, dander, and potential mold on these covers can trigger allergy or asthma symptoms for both staff and visitors. To demonstrate the extent of buildup, the evaluator removed one cover and shook it outside, releasing a significant amount of dust. The presence of these covers contributes to poor air quality, diminished lighting, and unnecessary sanitation concerns within a high-traffic customer-service area. (2.M.1 – 2.M.2)

Operational Impact

- Increased risk of staff injury due to tripping hazards and obstructed pathways
- Inability to perform proper medical exams due to unusable exam spaces
- Environmental contamination from improper materials and dirty equipment
- Elevated stress and behavioral deterioration in dogs exposed to extreme noise levels
- Unsafe conditions for animals housed near chemicals or broken equipment
- Reduced operational efficiency and increased staff frustration

Recommendations

1. Declutter and Reorganize All Facility Areas

Remove unnecessary items from hallways, exam rooms, storage areas, and the garage. Establish clear pathways for safe movement of animals and equipment.

2. Repair or Replace Damaged Infrastructure and Equipment

Address broken fixtures, damaged walls, malfunctioning doors, and unsafe storage systems. Replace contaminated or deteriorated equipment with appropriate shelter-grade materials.

3. Eliminate Improper Materials from Animal Areas

Remove carpeting, artificial turf, and any other non-disinfectable materials. Replace with non-porous, easily sanitized surfaces.

4. Implement Noise Mitigation Strategies in Court Hold & Dog Adoption

Due to the materials used in this area—including concrete walls, hard-surface kennel partitions, and the density of kennels—acoustic treatments or sound-baffling materials will not provide meaningful noise reduction. To reduce psychological harm, SAS must either house dogs in every other kennel to decrease density or discontinue use of this room entirely for adoptable animals. Long-term mitigation will require a redesigned or newly constructed facility built with sound-attenuating materials and appropriate kennel spacing. Continued use of the current Court Hold room for adoptable dogs or long-term housing exposes animals to inhumane conditions and will result in predictable behavioral and mental deterioration.

5. Correct Water Pressure Issues

Investigate and repair plumbing systems to ensure consistent water pressure throughout the facility, enabling proper cleaning and sanitation.

6. Establish Routine Environmental Maintenance Protocols

Implement scheduled cleaning and maintenance for fans, air handling equipment, storage areas, and high-traffic zones.

7. Relocate Animals Away from Chemical Storage Areas

Ensure no animals are housed in areas containing bulk chemicals, broken equipment, or environmental hazards.

THEME 3 — Chemical Safety & Controlled-Substance Risks

Salina Animal Services is experiencing severe failures in the storage, handling, documentation, and oversight of chemicals and controlled substances. These failures present significant safety hazards for staff, animals, and the public, and expose the City to substantial regulatory, legal, and liability risks. The assessment identified multiple controlled substance discrepancies—including missing bottles, unaccounted volumes, incorrect balances, undated corrections, and impossible dosage totals—that violate DEA regulations and Kansas Board of Pharmacy requirements. These issues indicate systemic non-compliance in an area where federal and state law require absolute accuracy, strict documentation, and secure storage.

Chemical safety practices also show critical breakdowns. Disinfectants were improperly stored near animals, chemical areas were cluttered and disorganized, and staff lacked access to current Safety Data Sheets. The discovery of an unsealed 55-gallon drum of BETCO disinfectant stored near housed dogs represents a serious workplace safety hazard, consistent with conditions identified in OSHA best-practice guidelines for chemical handling and hazard communication. Improper dilution of Neutral Q—mixed at one-sixth the required strength to kill parvovirus—rendered disinfection efforts ineffective and increased the likelihood of disease transmission throughout the facility.

These failures reflect the absence of established protocols, insufficient staff training, and inadequate managerial oversight in areas requiring strict regulatory compliance. They demonstrate that chemical safety and controlled substance management deficiencies have persisted without corrective action.

Municipal animal shelters must adhere to strict requirements for chemical storage, controlled substance management, and the handling of euthanasia and immobilization agents. Improper storage or unsecured access to these materials can result in accidental exposure, misuse, environmental contamination, and violations of state and federal regulations. These risks are magnified in a shelter environment where animals, staff, volunteers, and members of the public may be present in or near areas where chemicals are stored or used. Effective chemical and controlled substance management is essential to maintaining a safe workplace, ensuring humane animal care, and protecting the City from liability.

The conditions observed at SAS represent not only operational failures but also significant regulatory exposure. Without immediate corrective action—including external auditing, strict reconciliation protocols, secure storage, updated SDS documentation, and mandatory staff training—SAS remains at high risk for continued non-compliance, potential diversion concerns, and federal or state enforcement action.

Why This Theme Matters

Municipal animal shelters must adhere to strict requirements for chemical storage, controlled substance management, and the handling of euthanasia and immobilization agents. Improper storage or unsecured access to these materials can result in accidental exposure, misuse, environmental contamination, and violations of state and federal regulations. These risks are magnified in a shelter environment where animals, staff, volunteers, and members of the public may be present in or near areas where chemicals are stored or used. Effective chemical and controlled substance management is essential to maintaining a safe workplace, ensuring humane animal care, and protecting the City from liability.

Examples Observed During the Assessment

- During the review of controlled substance logs, the evaluator identified a significant recordkeeping discrepancy involving a bottle (F009) of Fatal Plus. The log documented an ending balance of 0.6 mL, followed immediately by the notation “END OF BOTTLE.” Under DEA and Kansas Board of Pharmacy requirements, any remaining volume must be accurately recorded until the bottle reaches 0.0 mL. Logging a bottle as “END OF BOTTLE” while 0.6 mL remained reflects an inaccurate documentation entry and increases the risk of diversion, miscounting, and regulatory concern.
- The Midazolam controlled substance logs contained multiple documentation discrepancies. Bottle numbers M215 through M219 were recorded consecutively without spacing or separation between vials, making it unclear where one bottle’s usage ended and the next began. The numbering then skipped to M223, with no entries for bottles M220, M221, or M222, indicating missing records. For bottles M223 and M224, the “amount drawn up” was recorded (0.28 mL and 0.42 mL, respectively), but the balance column was left blank. Bottle M226 showed four usage entries totaling 1.33 mL, which exceeds the volume of a standard 1 mL Midazolam vial. These discrepancies indicate incomplete or inaccurate recordkeeping and highlight the need for corrective action to meet federal documentation standards.
- The evaluator reviewed the Torphadine controlled substance log and found multiple entries for bottle T020 crossed out. The crossed-through entries reflected the initials of the staff member who drew up the drug and the staff member who served as the witness. A handwritten correction was later added by another employee, stating: “wrote down ketamine amount, not torphadine.” The correction was not dated. DEA and Kansas Board of Pharmacy regulations require that corrections be made by the person who performed the action, include a dated annotation, and preserve the integrity of the original entry. Undated corrections by an uninvolved staff member compromise the accuracy and reliability of the controlled substance record and require procedural improvement.

- Bottle T019 contains an entry dated 5/28 (no year provided) showing an ending balance of 1.19 mL, but the next entry in the log is for bottle T020. There is no subsequent entry documenting the disposition, use, or zeroing out of the remaining 1.19 mL. The log provides no indication of where this remaining volume went, whether it was used, wasted, or transferred, or who handled it. DEA and Kansas Board of Pharmacy standards require that every bottle be fully accounted for until the balance reaches 0.0 mL. The absence of documentation for the remaining 1.19 mL represents an incomplete record that requires follow-up.
- Other Torphadine bottles in the log also show remaining balances that were never zeroed out, leaving quantities of controlled substances without documented disposition. Because Torphadine is a controlled substance, the DEA registrant (the veterinarian whose license is used to order and possess these drugs) is responsible for ensuring accurate and complete recordkeeping. The pattern of incomplete or inaccurate entries indicates that controlled substance management procedures require immediate corrective action to meet federal documentation expectations.
- Chemical storage areas were cluttered, disorganized, and located near animal housing and food items, increasing exposure risks. Improper chemical storage in proximity to animals and food products represents a significant workplace safety hazard, consistent with OSHA best practice guidelines for safe chemical handling and environmental protection.
- During the assessment, an urgent chemical safety concern was identified and reported to City leadership. A 55-gallon drum of BETCO pH7Q Dual disinfectant was found in the enclosed garage with the screw-in plug left open and visible residue on the surface, indicating leakage or dried concentrate. Two dogs were housed approximately ten feet from the unsealed drum, creating an immediate inhalation and contact hazard. According to the manufacturer's Safety Data Sheet, this product must remain sealed when not in use, stored in a well-ventilated area, kept away from animals, and handled with appropriate PPE. Staff was unable to produce a current SDS manual; the binder provided was dated 2015 and did not include chemicals presently in use. These conditions fall below established hazard communication requirements for safe chemical handling and demonstrate the absence of appropriate chemical safety protocols and oversight. The presence of an unsealed disinfectant drum near housed animals constitutes an immediate exposure hazard and required urgent notification to City leadership. (see emails, Appendix D) (3.A.1 – 3.A.3)

- SAS was using Neutral Q as the primary disinfectant in the shelter. Neutral Q is a concentrated quaternary ammonium disinfectant designed for hard, non-porous surfaces and is effective against bacteria, fungi, and viruses, including Canine Parvovirus and Rabies. Because it is a concentrate, it must be properly diluted through a spray foamer. To kill parvovirus, Neutral Q must be mixed at 9 ounces per gallon of water. However, the foam sprayer used in the shelter was set to the “A” setting, which delivers a dilution ratio of only 1.5 ounces per gallon—six times weaker than required. As a result, staff was using a mixture far too weak to inactivate parvovirus, effectively wasting chemicals and rendering disinfection efforts meaningless. Improper dilution of disinfectants directly increases disease transmission risk and undermines all sanitation protocols.(3.B.1 – 3.B.2)

NOTE: The City stated in an email dated August 5 that it would self-report these discrepancies to the DEA

Operational Impact

- High risk of DEA and Kansas Board of Pharmacy enforcement action due to missing bottles, unaccounted volumes, incorrect balances, undated corrections, and impossible dosage totals. These discrepancies constitute major violations of federal and state-controlled substance requirements and create a clear diversion risk.
- Potential loss or suspension of the DEA registration held by the supervising veterinarian, along with possible administrative or disciplinary action under the Kansas Veterinary Practice Act.
- Significant liability exposure for the City, including civil penalties, regulatory fines, and potential criminal investigation if diversion or misuse cannot be ruled out.
- Unsafe working conditions for staff, including increased risk of accidental chemical exposure, inhalation hazards, skin contact injuries, and improper handling of euthanasia and immobilization agents.
- Elevated disease transmission risk due to improper disinfectant dilution, ineffective sanitation, and contaminated or poorly maintained chemical storage areas.
- Environmental contamination hazards, including leaking disinfectants, improperly stored chemicals, and inadequate ventilation in chemical storage areas.
- Operational inefficiency and workflow disruption, as staff cannot rely on accurate chemical dilution, safe storage, or compliant controlled substance documentation.
- Reputational risk to the City and SAS, as repeated failures in controlled substance management demonstrate longstanding non-compliance and inadequate oversight.
- Increased risk of staff injury or illness, including chemical burns, respiratory irritation, accidental exposure to concentrated disinfectants, and unsafe proximity to improperly stored tranquilizer rifles.
- Immediate hazard requiring emergency notification, as evidenced by the unsealed 55-gallon drum of BETCO disinfectant stored near housed dogs, indicating a critical breakdown in chemical safety protocols and supervisory oversight.

Recommendations

1. Implement Immediate Controlled Substance Compliance Measures

SAS must immediately correct the significant controlled substance recordkeeping failures identified in this assessment. Multiple bottles contained unaccounted volumes, were not zeroed out, showed impossible dosage totals, or had undated corrections made by individuals who were not involved in the administration or witnessing of the drug. Several bottles were missing entirely from the log. These discrepancies represent major compliance violations under DEA regulations and Kansas Board of Pharmacy requirements and create a substantial risk of diversion, miscounting, and regulatory action. Supervisory staff must perform daily reconciliation, and all discrepancies must be reported immediately to the DEA registrant. The pattern of discrepancies indicates that these failures are longstanding and require urgent corrective action to meet federal and state compliance standards.

2. Conduct a Full Controlled Substance Audit by an External Expert

SAS must undergo a comprehensive controlled substance audit conducted by an external professional with expertise in DEA compliance, veterinary controlled substances, and municipal shelter operations. The audit must include bottle-by-bottle reconciliation, verification of missing volumes, review of all logs, identification of diversion risks, and confirmation of compliance with DEA and Kansas Board of Pharmacy requirements. Findings must be reported to City leadership and the DEA registrant. This step is essential to restoring compliance and protecting the City from federal and state regulatory exposure.

3. Establish a Designated, Restricted-Access Chemical and Controlled Substance Storage Area

SAS must create a secure, ventilated storage room for chemicals and controlled substances that is inaccessible to animals, volunteers, and unauthorized personnel. All bulk chemicals, disinfectants, euthanasia agents, immobilization drugs, and tranquilizer rifles must be stored in sealed containers with secondary containment and locked cabinetry. Access must be restricted to authorized staff only, with documented access logs. The storage area should follow OSHA best-practice guidelines for chemical handling and hazard communication, and must meet applicable EPA, DEA, and Kansas Board of Pharmacy requirements.

4. Update and Maintain SDS Documentation and Chemical Safety Protocols

Replace the outdated SDS binder with a current, complete, and accessible version. SDS sheets must be available for all chemicals used in the facility, stored in a clearly marked location, and accessible to staff at all times. Supervisors must review SDS compliance monthly. The presence of a leaking, unsealed 55-gallon drum of BETCO disinfectant near housed animals demonstrates a critical failure in chemical safety oversight and must not recur.

5. Develop Written Protocols for Chemical Handling, Dilution, and Storage

Create clear, step-by-step instructions for proper chemical dilution, storage, and use. All disinfectants must be mixed according to manufacturer specifications and verified by supervisory staff. Protocols must be incorporated into the P&P manual and reinforced through mandatory training. The improper dilution of Neutral Q—six times weaker than required to kill parvovirus—demonstrates the need for strict written procedures and supervisory verification.

6. Provide Mandatory Training in Chemical Safety and Controlled Substance Handling

All staff must receive formal training in chemical safety, PPE use, spill response, controlled substance management, and proper handling of euthanasia and immobilization agents. Training must be delivered by an external expert, documented, and repeated annually. Given the severity of the compliance failures, internal training is insufficient.

7. Correct Improper Storage Practices Immediately

Remove animals from areas where chemicals are stored, eliminate clutter, and ensure all chemical containers are sealed. Replace damaged or leaking containers and install proper shelving and containment systems. Conduct daily checks to ensure compliance.

8. Implement Daily Oversight and Weekly Compliance Audits

Supervisors must conduct daily checks of chemical storage areas, controlled substance logs, and dilution stations. All discrepancies must be corrected immediately, and compliance must be documented. Weekly audits must be submitted to management and reviewed by the DEA registrant.

Regulatory Context

OSHA Hazard Communication Standard (29 CFR 1910.1200)

OSHA's Hazard Communication Standard establishes nationally recognized best-practice guidelines for chemical labeling, storage, handling, Safety Data Sheet (SDS) accessibility, and staff training in chemical hazards and PPE. Although OSHA does not enforce requirements for municipal employees in Kansas, these standards remain the accepted framework used by public-sector safety programs, including the Kansas Department of Labor Public Employee Safety (PES) consultation service.

The conditions observed at SAS—including an unsealed disinfectant drum, outdated SDS documentation, and lack of staff training—are inconsistent with these best-practice guidelines and represent significant workplace safety hazards for staff.

EPA Requirements for Chemical Storage and Environmental Safety

EPA regulations require proper containment, ventilation, and storage of chemical products to prevent environmental contamination and protect human and animal health. Improperly stored disinfectants, leaking containers, and chemical residue in animal areas increase the risk of environmental exposure and violate basic EPA storage expectations.

THEME 4 — Lack of Functional Policies and Procedures

Salina Animal Services lacks functional, modern, and enforceable policies and procedures to guide daily operations. Although the 78-page Policy & Procedures manual appears comprehensive at first glance, there is significant ambiguity regarding which policies are active, which are outdated, and even which staff member is responsible for developing or maintaining them. During the assessment, multiple staff stated, *“That’s not how we do it,”* when the evaluator referenced procedures contained in the manual, indicating that the written document does not reflect current practice. The disconnect between written policy and actual operations is so substantial that the evaluator relied on direct observation rather than the provided manual when determining how the shelter truly functions. This lack of clarity, consistency, and enforcement contributes directly to operational confusion, inconsistent care, and elevated risk. A modern, accurate, and actively used policy framework is essential for safe, effective shelter operations.

Why This Theme Matters

Clear, accurate, and enforceable policies and procedures are the backbone of shelter operations. They define how work is performed, how risk is managed, how animals are cared for, and how staff maintain safety and compliance. When protocols are missing, outdated, or ignored, staff rely on improvised practices that vary from person to person and shift day to day. This leads to inconsistent care, unsafe handling, sanitation failures, biosecurity breaches, workflow collapse, and regulatory non-compliance. Without functional SOPs, the shelter cannot operate predictably or safely.

Examples Observed During the Assessment

- Aside from the four goals listed on the department's website (**Our Goals:** Increase Live Outcomes, Decrease Length of Stay, Raise the Standard of Care, Promote Responsible Pet Ownership), which the staff was unaware of, the staff does not have any individual or team goals to work toward. Staff is simply doing without any idea or concept of how it fits into the bigger picture.
- The Policies and Procedures provided in response to the Request for Information were not consistent with current practices, and the evaluator was told by at least three different staff members that 'someone was working on updating them', but all three people referenced as working on it were different. The flow of information around the facility was wildly inaccurate, and no one seemed able to describe who was actually in charge. This was apparent during the parvo outbreak.
- The Salina Animal Services Policies and Procedures Manual appears comprehensive at first glance, offering detailed procedural descriptions across intake, animal care, sanitation, adoption processing, reclaim procedures, animal control operations, and emergency response. Several sections demonstrate attention to documentation, legal compliance, and daily consistency. For example, the manual clearly outlines stray-hold requirements ("The holding period is three business days... beginning on the day following intake"), includes humane-handling language in euthanasia procedures, and provides disinfectant contact times and biosecurity considerations within its cleaning protocols. Portions of the manual also incorporate enrichment and safe-handling guidance consistent with contemporary welfare expectations.

However, despite its length and the volume of procedural language, there is significant ambiguity regarding which policies are active, which are outdated, and even which staff member is responsible for developing or maintaining them. Multiple staff stated, *"That's not how we do it,"* when the evaluator referenced procedures contained in the manual, indicating that the written document does not reflect current practice. As a result, the evaluator relied on direct observation rather than the provided manual when determining how the shelter actually functions. The manual reads as a long document with many words but limited functional guidance, and several sections—while acceptable or even strong—are overshadowed by outdated, incomplete, or inconsistent content that does not align with modern sheltering standards used by ASV, HSUS/Humane World for Animals, Best Friends, and other national authorities.

- The shelter's parvovirus protocols illustrate this disconnect clearly. While parvo is referenced in Section 2C (Euthanasia), it is notably absent from Section 2G, Quarantine Procedure for the Salina Animal Shelter, which addresses kennel cough, giardia, and panleukopenia but omits parvovirus entirely. Page 45 includes a Parvo Cleaning Protocol, but it does not address how to manage a parvo-positive dog housed in Court Hold kennels. During the outbreak, staff had no operational guidance and were unable to respond safely or effectively. The Parvo Cleaning Protocol itself is extremely basic and insufficient for modern sheltering standards, instructing staff to "wipe down all hard surfaces with a bleach-based disinfectant" and "mop all floors with a bleach disinfectant solution." While bleach can kill canine parvovirus, it is fully inactivated by organic matter, can irritate animal respiratory systems, and must be mixed at precise dilution ratios—something SAS is already performing incorrectly, rendering the disinfectant ineffective. This example reflects a broader pattern: poorly written or incomplete policies lead directly to poor execution, placing both animals and staff at risk.
- Beyond disease response, the manual shows notable gaps when compared to contemporary best-practice guidance. The most significant omission is the absence of a formal capacity-for-care framework. While the manual acknowledges space limitations and includes a contingency plan with expanded capacity estimates, it does not provide proactive strategies for population flow, length-of-stay management, or intake diversion. Modern sheltering standards emphasize balancing intake with staffing, housing, and daily care capacity to prevent overcrowding and reduce reliance on euthanasia for space.
- Euthanasia decision-making criteria also reflect a more traditional model. Several medical and behavioral conditions are listed as default or likely euthanasia candidates, even though many shelters today treat or manage these conditions through foster care, rescue transfer, or individualized care plans. The manual references kennel stress and behavior deterioration but does not include a structured behavior program, standardized assessments, or behavior-modification pathways.
- Customer service guidance is limited almost entirely to telephone etiquette and call-handling procedures. The manual does not provide expectations for in-person interactions, conflict resolution, trauma-informed communication, or service recovery. This gap is particularly evident in sections such as Crisis Hold, where staff are instructed to provide temporary care only "IF WE HAVE KENNEL SPACE" but are given no guidance on how to communicate with individuals experiencing emergencies, grief, domestic violence, or displacement.

- Finally, while the manual includes an emergency and disaster plan, it remains conceptual rather than operational. Best-practice guidance encourages more detailed planning around staffing, triage, communication, and resource logistics during emergencies.
- One staff member made an immediate unilateral decision to implement a new disinfectant, Peroxall TB, for cleaning Court Hold kennels during the parvo outbreak. She stated she had discussed the product with the veterinarian (Dr. Juby), but no systemwide review, approval, or communication occurred. This illustrates a broader pattern in which individual staff members can change protocols at any time without oversight, consistency, or operational planning.

The hydrogen peroxide disinfectant was supplied only in 32-oz spray bottles, requiring staff to repeatedly squeeze a trigger sprayer to disinfect an entire kennel—an inefficient method that increases forearm strain, repetitive-motion injury risk, and cleaning time. Unable to locate 55-gallon drums, the coordinator ordered large quantities of 32-oz bottles instead. Changing disinfectants during an active parvo outbreak is highly questionable, particularly when the chosen product increases staff workload, slows sanitation processes, and elevates injury potential.

- During the assessment, the evaluator reviewed the Salina Animal Services Policies and Procedures Manual and observed specific sections that were outdated, incomplete, or too limited to guide staff effectively. Staff frequently relied on informal practices or individual judgment rather than the written procedures, demonstrating that the manual is not functioning as an operational tool. These conditions contribute directly to inconsistent, improvised, and unsafe daily practices.

Operational Impact

- **Inconsistent daily operations** — Without functional SOPs, staff perform tasks differently depending on who is working, leading to unpredictable outcomes and inconsistent care.
- **Increased risk during emergencies** — The absence of disease-response protocols (e.g., parvo) results in confusion, panic, and unsafe practices during critical events.
- **Regulatory and legal exposure** — Outdated or ignored policies increase risk of non-compliance with Kansas statutes, municipal code, and industry standards.
- **Animal welfare decline** — Without clear guidance, animals experience inconsistent care, increased stress, and preventable illness.
- **Staff morale and burnout** — Staff working without direction or clarity experience frustration, confusion, and burnout.

Recommendations

- 1. Complete rewrite of the P&P manual**
The manual should be rewritten by a sheltering expert to align with ASV, HSUS, Best Friends, and modern municipal sheltering standards.
- 2. Create enforceable SOPs for all critical functions**
Develop clear, step-by-step protocols for intake, medical evaluation, disease response, sanitation, biosecurity, customer service, and emergency operations.
- 3. Implement staff training and competency verification**
Training on updated policies, procedures, and protocols should be conducted by a sheltering-industry subject-matter expert to ensure staff receive accurate, modern, and operationally relevant instruction.
- 4. Establish leadership accountability**
Leadership must actively manage daily operations by regularly walking the halls, observing staff as they perform their duties, and providing real-time guidance and redirection when needed. This level of visible oversight ensures that good practices are consistently executed and that protocols are being followed as intended.
- 5. Create a centralized protocol communication system**
Ensure staff knows where protocols are stored, how updates are communicated, and who is responsible for oversight.

THEME 5 — Leadership, Training, and Oversight Deficiencies

Salina Animal Services is operating without the level of leadership, technical expertise, and supervisory oversight required to manage a municipal animal shelter safely and effectively. Staff is dedicated and willing, but they are not receiving the training, direction, or professional guidance necessary to perform their duties in accordance with modern sheltering standards. The absence of structured leadership and consistent oversight has led to unsafe practices, inconsistent workflows, and reliance on informal methods rather than established protocols. These deficiencies affect every aspect of shelter operations, from sanitation and animal handling to disease response and daily workflow.

Why This Theme Matters

Strong leadership and well-trained staff are essential for maintaining humane care, operational consistency, and regulatory compliance. Municipal shelters require managers who understand sanitation, biosecurity, animal behavior, disease control, and workflow design. Without this expertise, staff are left to improvise, resulting in unsafe conditions, preventable disease transmission, and operational instability. Effective oversight ensures that protocols are followed, deficiencies are corrected, and staff receive the support and accountability necessary to perform their roles safely.

Without effective leadership and training, SAS cannot achieve any of its published goals.

Examples Observed During the Assessment

- Significant controlled substance recordkeeping errors—including missing bottles, unaccounted volumes, undated corrections, and incorrect balances—demonstrated a lack of supervisory oversight in an area requiring strict regulatory compliance.
- Staff did not know how to respond to a parvo outbreak, demonstrating the absence of disease-specific protocols and supervisory guidance.
- No written parvo response plan existed, and the improvised response was not aligned with best practices.
- Staff did not wear gloves during the outbreak and handled contaminated materials without PPE.
- Booties were handled incorrectly, with staff grabbing contaminated bottoms using bare hands and changing PPE while handling animals.
- Staff listened to music on earbuds instead of using available ear protection in high-noise areas.
- Staff demonstrated inconsistent and unsafe animal handling practices, including attempting to change booties while holding two dogs.
- An Animal Control Officer was observed driving with an unsecured dog in the passenger seat.
- Supervisory oversight of daily cleaning, PPE use, chemical dilution, and workflow adherence was insufficient or absent.
- Neutral Q disinfectant was diluted at one-sixth the required strength to kill parvovirus, and no supervisor identified or corrected the error, demonstrating a lack of technical oversight in daily sanitation practices.
- Staff relied on informal practices rather than structured procedures due to lack of training and leadership direction.
- No long-term strategic plan exists for SAS, and operational priorities are not clearly defined or communicated.

Operational Impact

- Unsafe working conditions and increased risk of staff injury or exposure
- Inconsistent care and handling of animals
- Ineffective disease containment and increased risk of outbreaks
- Decline in operational reliability and daily workflow consistency
- Reduced staff confidence and increased reliance on improvisation
- Inability to meet basic standards of humane care or regulatory expectations
- Elevated liability exposure for the City due to unsafe practices
- Erosion of public trust in shelter operations

Recommendations

1. **Hire a Shelter-Experienced Manager with Strong Operational Expertise**
SAS requires a manager with direct, hands-on experience in animal shelter operations and a strong understanding of sanitation, biosecurity, disease control, and animal handling. This individual must be capable of enforcing daily operational standards, supervising staff effectively, and leading during disease outbreaks.
2. **Engage an Independent Shelter Operations Expert to Develop Comprehensive P&P**
Contract with an external professional to create a complete Policies & Procedures manual covering all operational domains, including cleaning, sanitation, PPE use, disease response, animal handling, workflow design, and supervisory expectations.
3. **Implement Mandatory, Competency-Based Staff Training**
All staff must receive formal training in cleaning and disinfection, PPE use, disease containment, safe animal handling, workflow procedures, and chemical safety. Training must be documented, competency-based, and repeated annually.
4. **Establish Clear Supervisory Oversight and Accountability Systems**
Supervisors must conduct daily inspections of cleaning practices, PPE compliance, workflow adherence, chemical dilution, and equipment sanitation. Deficiencies should be corrected immediately, and compliance must be documented.
5. **Create Written Expectations for Staff Roles and Responsibilities**
Develop clear job descriptions, daily task lists, and performance expectations for all positions. Ensure staff understand their responsibilities and have the tools and training necessary to meet them.
6. **Implement Leadership Training for Supervisory Personnel**
Provide leadership development training focused on communication, accountability, coaching, conflict resolution, and operational oversight to strengthen supervisory capacity.
7. **Develop a Long-Term Operational Strategy for SAS**
Establish clear goals, priorities, and timelines for improving shelter operations, staff training, facility conditions, and public engagement. A strategic plan will help guide decision-making and resource allocation.

THEME 6 — Animal Welfare Risks and Inhumane Housing Conditions

Salina Animal Services is experiencing significant animal welfare concerns resulting from unsafe housing conditions, environmental stressors, improper handling practices, and inadequate operational oversight. Many of the conditions observed place animals at risk of physical harm, illness, behavioral deterioration, and prolonged suffering. These issues are not isolated; they reflect systemic failures in facility management, sanitation, workflow, and staff training that collectively compromise humane care.

These deficiencies also represent clear violations of the Five Freedoms, the foundational framework for humane sheltering. Animals at SAS are not consistently afforded:

- **Freedom from Hunger and Thirst** — Water access is disrupted during cleaning cycles, and stress-related diarrhea and inconsistent feeding practices undermine nutritional stability.
- **Freedom from Discomfort** — Dirty kennels, wet floors, inadequate bedding, extreme noise levels, and barren environments create chronic discomfort and prevent animals from resting safely.
- **Freedom from Pain, Injury, or Disease** — Improper sanitation, incorrect disinfectant dilution, unsecured medical equipment, and delayed or inconsistent veterinary care expose animals to preventable illness and injury.
- **Freedom to Express Normal Behavior** — Overcrowded kennels, lack of enrichment, limited exercise, and insufficient opportunities for social interaction restrict animals' ability to move, play, and engage in species-typical behaviors.
- **Freedom from Fear and Distress** — Extreme noise levels, chaotic workflows, stressful handling practices, and the absence of trauma-informed care contribute to fear, anxiety, and behavioral decline.

Taken together, these conditions demonstrate that SAS is not meeting the minimum standards of humane care expected of a municipal shelter. These conditions may also violate Kansas Statutes Chapter 47, which requires humane care, safe housing, and protection from unnecessary suffering. The welfare risks observed are systemic, predictable outcomes of inadequate protocols, insufficient training, facility disrepair, and lack of leadership oversight.

Why This Theme Matters

Animal shelters have a legal and ethical obligation to provide safe, humane housing that protects animals from injury, illness, fear, and unnecessary stress. The *Five Freedoms* represent the baseline for humane care; when these freedoms are compromised, animals experience pain, fear, behavioral deterioration, and increased susceptibility to disease. Inhumane housing conditions also undermine public trust, reduce adoptability, and expose the City to liability. Ensuring humane housing is foundational to shelter operations and must be prioritized at all levels of management.

Capacity for Care Considerations

The shelter's current housing inventory and staffing levels significantly exceed its functional Capacity for Care (C4C). With 84 housing units and limited daily staffing, SAS cannot meet the minimum care, cleaning, enrichment, and stress-reduction needs required for humane housing. The C4C calculation in the Appendix demonstrates that the shelter's daily population routinely surpasses what staff can safely and consistently support. This mismatch contributes directly to illness, behavioral deterioration, prolonged length of stay, and unsafe housing conditions documented throughout this theme. Until SAS aligns its population with its actual care capacity, animal welfare risks will remain unavoidable.

Examples Observed During the Assessment

- **Extreme noise exposure** — Dogs housed in Court Hold were exposed to noise levels ranging from 98.7 to 110.9 dBA, causing rapid mental deterioration, agitation, cage-jumping, and spinning behaviors. This violates the *Freedom from Fear and Distress* and the *Freedom to Express Normal Behavior*.
- **Chemical exposure in garage housing** — Dogs were housed in the garage near an unsealed 55-gallon chemical drum, exposing them to fumes and environmental hazards. This violates the *Freedom from Pain, Injury, or Disease* and the *Freedom from Discomfort*.
- **Improper materials in cat housing** — Artificial turf was used in the cat room, an inappropriate, non-disinfectable material that traps debris and pathogens. This violates the *Freedom from Pain, Injury, or Disease* and the *Freedom from Discomfort*.
- **ISO cats exposed to barking** — Cats in ISO were exposed to constant barking from nearby dog areas, increasing stress and compromising medical recovery. This violates the *Freedom from Fear and Distress* and the *Freedom from Pain, Injury, or Disease*.
- **Contaminated airflow** — Fans coated with hair and debris blew contaminants directly into animal housing areas, violating the *Freedom from Pain, Injury, or Disease*.
- **Unsafe handling practices** — Staff attempted to change booties while holding two dogs, demonstrating unsafe handling and increasing fear and risk of injury. This violates the *Freedom from Fear and Distress* and the *Freedom from Pain, Injury, or Disease*.
- **Unsecured transport** — An Animal Control Officer transported a dog unsecured in the passenger seat, creating a safety risk for both the animal and the officer. This violates the *Freedom from Pain, Injury, or Disease*.
- **Dirty, cluttered rooms** — Dirty, cluttered rooms prevented proper animal movement, safe handling, and humane housing. This violates the *Freedom from Discomfort* and the *Freedom to Express Normal Behavior*.
- **Contaminated tools and surfaces** — Contaminated tools, equipment, and surfaces increased exposure to infectious diseases such as parvo, ringworm, and URI. This violates the *Freedom from Pain, Injury, or Disease*.

- **Chemical exposure from improperly stored disinfectants** — Animals were exposed to chemical fumes from improperly stored disinfectants, including a leaking 55-gallon drum of BETCO pH7Q Dual, creating an immediate inhalation and contact hazard. This violates the Freedom from Pain, Injury, or Disease and the Freedom from Discomfort.

Operational Impact

- **Behavioral deterioration** — Elevated stress levels lead to fear, anxiety, and behavioral decline, violating the *Freedom from Fear and Distress* and reducing adoptability.
- **Increased illness** — Contaminated environments and improper housing materials increase disease transmission, violating the *Freedom from Pain, Injury, or Disease*.
- **Unsafe handling and transport** — Improper restraint and transport practices place animals and staff at risk, violating the *Freedom from Pain, Injury, or Disease*.
- **Prolonged length of stay** — Illness, fear, and behavioral decline extend length of stay, violating the *Freedom to Express Normal Behavior* and *Freedom from Fear and Distress*.
- **Reduced live outcomes** — Animals deteriorate physically or behaviorally, reducing adoptability and live outcomes.
- **Public perception of inhumane conditions** — Visible welfare failures damage trust and community support.
- **Potential statutory violations** — Conditions may violate Kansas Statutes Chapter 47 regarding humane care and shelter standards.

Recommendations

- 1. Redesign Animal Housing to Reduce Stress** Implement noise mitigation strategies, relocate animals away from high-stress environments, and redesign housing configurations to support humane care and the *Freedom from Fear and Distress*.
- 2. Remove Improper and Non-Disinfectable Materials** Eliminate carpeting, artificial turf, and other porous materials. Replace with non-porous, disinfectable surfaces to support the *Freedom from Pain, Injury, or Disease*.
- 3. Improve Environmental Conditions** Clean or replace contaminated fans, humidifiers, and air purifiers. Ensure proper ventilation, lighting, and temperature control to support the *Freedom from Discomfort*.
- 4. Implement Safe Handling and Transport Protocols** Train staff in proper restraint, movement, and transport techniques. Require all animals to be secured during transport to support the *Freedom from Pain, Injury, or Disease*.
- 5. Relocate Animals Away from Chemical Storage** Ensure no animals are housed near bulk chemicals, broken equipment, or hazardous areas to protect the *Freedom from Pain, Injury, or Disease*.
- 6. Provide Enrichment and Stress Reduction** Implement daily enrichment, exercise, and behavioral support programs to support the *Freedom to Express Normal Behavior* and the *Freedom from Fear and Distress*.
- 7. Strengthen Supervisory Oversight** Supervisors must conduct daily welfare checks, correct deficiencies immediately, and ensure all animals are housed safely and humanely, supporting all *Five Freedoms*.

General Facility Conditions

Overall facility conditions at Salina Animal Services reflect widespread disorganization, clutter, and inconsistent cleanliness. Only a few isolated areas show adequate maintenance; the majority of the building appears messy, poorly organized, and in need of routine housekeeping. Work surfaces, storage areas, and even personal office spaces contain excessive clutter, outdated materials, and accumulated dust and dander. These conditions impede workflow, contribute to sanitation concerns, and create an unprofessional environment for both staff and visitors. A structured, facility-wide approach to organization and cleanliness is necessary to improve daily operations, staff efficiency, and public perception. (GFC.1 – GFC16)

Priority Corrective Actions

The findings of this assessment show that Salina Animal Services is operating under conditions that pose immediate risks to animal welfare, staff safety, public health, and regulatory compliance. The corrective actions below represent the minimum steps required to stabilize operations, reduce harm, and restore safe and humane sheltering practices. These actions should begin immediately and be carried out as part of a coordinated, city-supported improvement plan.

1. **Implement Chemical Safety & Controlled Substance Controls**
Secure all controlled substances, correct recordkeeping discrepancies, reconcile missing volumes, and ensure DEA-compliant documentation. Update SDS documentation, lock chemical storage areas, and restrict access to trained personnel only. Immediate corrective action is required to address diversion risk and regulatory exposure.
2. **Establish Functional Sanitation & Biosecurity Systems**
Implement structured daily cleaning protocols, correct chemical dilution, and enforce PPE use. Replace non-disinfectable materials and ensure all sanitation equipment is maintained and functional.
3. **Align Shelter Population With C4C**
SAS must immediately stabilize its daily animal population to match its functional Capacity for Care (C4C). While increasing staffing could theoretically support the current population, it does not address the extreme noise levels in the dog kennels, which require reducing and stabilizing the population to maintain humane housing conditions. Aligning population with C4C will decrease noise, reduce illness, shorten length of stay, and restore safe, humane housing conditions.
4. **Reduce Kennel Noise**
SAS must implement noise-reduction housing protocols in the dog kennels. Every other kennel should remain vacant, and dogs must be staggered so they do not face another dog directly across the aisle. This configuration requires reducing the dog population by approximately 50%. SAS should monitor noise levels routinely to evaluate the impact of these changes and adjust housing assignments as needed.
5. **Restore Safe Facility Conditions**
Remove clutter, clear hallways, secure chemical storage, and repair or replace hazardous infrastructure. Ensure all workspaces, exam areas, and housing rooms are functional and safe.

6. **Rebuild Intake, Exam & Medical Workflow**
Restore a functional exam room, establish triage protocols, and implement disease-specific response procedures. Ensure diagnostic testing occurs in sanitary, designated areas.
7. **Develop and Enforce Comprehensive SOPs**
Create a complete SOP manual covering sanitation, intake, medical care, field operations, chemical safety, and emergency response. Require staff acknowledgment and compliance.
8. **Reestablish Leadership, Training & Oversight**
Stabilize leadership positions, implement structured training programs, and establish consistent supervisory oversight. Ensure staff receive ongoing training in sanitation, disease control, animal handling, and chemical safety.
9. **Improve Animal Welfare & Housing Conditions**
Reduce stressors, improve kennel environments, ensure species-appropriate housing, and eliminate unsafe handling practices. Prioritize humane housing aligned with the Five Freedoms.
10. **Correct Electrical Safety Hazards**
Remove unsafe electrical setups, ensure all outlets in wet areas are GFCI-protected, and train staff in electrical safety awareness to prevent electrocution risks during routine cleaning.
11. **Secure Controlled Substance Delivery Equipment**
Ensure tranquilizer rifles and immobilization devices are stored in locked, restricted-access areas at all times. Implement daily checks to verify med room security.

Conclusion and Next Steps

The assessment of Salina Animal Services reveals systemic operational failures that impact every major domain of sheltering, including sanitation, biosecurity, animal housing, workflow, chemical safety, intake and medical processes, and organizational leadership. These issues are not isolated or incidental; they are structural, pervasive, and deeply embedded in daily operations. As a result, animals, staff, and the public are exposed to preventable risks that compromise humane care, public health, and regulatory compliance.

Addressing the deficiencies identified in this assessment is essential for SAS to provide even the most basic standards of humane care and safety. Until structural changes are made, the shelter will remain unable to meet industry best practices, uphold the Five Freedoms, or align daily operations with the goals the City has established for animal welfare and public safety.

The assessment also identified critical staff safety hazards, including unsecured chemical immobilization equipment and significant deficiencies in controlled-substance logging practices. These issues require immediate corrective action to protect employees and ensure regulatory compliance.

Despite these challenges, SAS has a committed staff who care deeply about the animals and want to do their best. What they lack is the training, leadership, and operational structure necessary to perform their duties safely and effectively. With the right support, expertise, and investment, SAS can stabilize operations, rebuild essential systems, and move toward a modern, humane, and compliant municipal sheltering model.

The findings presented in this report are intended to provide the City of Salina with a clear understanding of the observed conditions and the required corrective actions. The seven themes highlight the most urgent areas of concern and provide a framework for targeted, high-impact improvements. The Priority Corrective Actions summarize the minimum steps necessary to begin addressing these deficiencies.

To move forward, the City should take the following next steps:

1. **Initiate immediate corrective action on controlled substances and chemical safety** — Reconcile discrepancies, secure all controlled substances, correct documentation, and ensure DEA-compliant storage and access controls.
2. **Formally authorize the engagement of an independent shelter operations expert** — Develop comprehensive Policies & Procedures, lead staff training, and guide implementation of new sanitation, biosecurity, and workflow systems.

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3. **Allocate resources for a full environmental reset of the facility** — Deep clean all areas, remove improper materials, reorganize storage, and replace contaminated or unsafe equipment.
4. **Initiate recruitment for a shelter-experienced manager** — Prioritize candidates with strong operational competency in sanitation, biosecurity, disease control, and animal handling.
5. **Develop an implementation timeline** — Prioritize immediate corrective actions while establishing longer-term goals for operational improvement and population stabilization aligned with C4C.
6. **Ensure ongoing oversight and accountability** — Conduct daily supervisory checks, document compliance, and hold regular progress reviews with City leadership.
7. **Support staff through training, communication, and clear expectations** — Provide structured instruction in sanitation, disease control, animal handling, chemical safety, and workflow procedures, recognizing that operational change requires guidance and consistency.

By taking these steps, the City of Salina can begin the process of stabilizing shelter operations, improving animal welfare, protecting staff and public safety, and restoring community confidence. The issues identified in this assessment are serious, but they are solvable with decisive action, appropriate expertise, and sustained commitment. With the right leadership and support, SAS can become a safe, humane, and effective municipal shelter that reflects the standards and values of the community it serves.

Comparison to 2018 Assessment Findings: Persistent Deficiencies and Organizational Stagnation

The current assessment of Salina Animal Services (SAS) shows that the most serious deficiencies identified in the 2018 National Animal Care & Control Association (NACA) report remain unresolved and, in many areas, have worsened. Despite eight years of operational experience, staffing changes, and evolving best practices, SAS continues to struggle with the same core failures previously identified as urgent priorities.

This comparison highlights the overlap between the 2018 findings and the conditions documented in the 2026 assessment. The purpose is not simply to restate past concerns, but to illustrate the systemic nature of SAS's operational problems and the absence of meaningful progress.

1. **Sanitation & Biosecurity Failures** - Persisting and Intensifying
2. **Facility Hazards & Environmental Risks** - Still Unaddressed
3. **Chemical Safety & Controlled Substance Risks** - Longstanding and Dangerous
4. **Lack of Functional Policies & Protocols** - No Improvement
5. **Leadership, Training & Oversight Deficiencies** - Still the Core Problem
6. **Animal Welfare Risks & Inhumane Housing Conditions** - Increasing Harm

What This Means for SAS Today

The persistence of these deficiencies reflects organizational stagnation rather than isolated operational problems. SAS has not implemented the structural, managerial, or procedural changes needed to correct long-standing issues. As a result:

- Leadership has not provided direction, accountability, or stability.
- Staff remain untrained and unsupported.
- Facility conditions have worsened.
- Operational culture is reactive and inconsistent.
- The City has not invested in the expertise required to modernize shelter operations.

These failures are systemic, deeply rooted, and require structural change and sustained leadership to resolve.

Conclusion

The comparison between the 2018 and 2026 assessments shows a consistent pattern: the most significant deficiencies identified eight years ago remain unresolved, and several have deepened. These ongoing issues reflect gaps in leadership, oversight, and strategic direction—not shortcomings of frontline staff.

As the City considers how best to support SAS moving forward, it will be essential to ensure that any external expertise or contracted sheltering services come from partners with a demonstrated history of improving municipal shelter operations. Engaging individuals or entities previously associated with leadership practices at SAS that contributed to earlier operational instability would risk reintroducing the same conditions that hindered progress in the past. The City should prioritize providers with a proven record of corrective leadership, modern sheltering competency, and the ability to support sustained organizational improvement. Hiring individuals associated with past leadership failures is one of the most reliable ways to repeat the deficiencies documented in both the 2018 assessment and this report.

To move SAS forward, the City should strongly consider investing in qualified external expertise, stable leadership, and a structured improvement plan capable of aligning operations with modern sheltering standards.

APPENDIX

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APPENDIX A. Documents provided in response to the Request for Information

Section 1. Physical Facility

	Document Name	Pages
1	Diagram of Kennels	1
2	Work Orders (9/18/25-6/17/26)	9
3	Work Orders (9/11/24-9/9/25)	9
4	Work Orders (7/31/23-9/11/24)	9
5	Work Orders (12/28/22-7/6/23)	2
6	Kansas Veterinary Care Form - 6/8/23	3
7	Kansas Veterinary Care Form – 4/25/24	3
8	Kansas Veterinary Care Form – 3/20/25	3
9	Kansas Veterinary Care Form – 1/22/26	3
10	Veterinary Premise Compliance Audit Report – 12/14/23	5
11	Small Animal License - 9/30-25	1
12	Application for Registration Under Controlled Substances Act of 1970	2
13	Kansas Department of Agriculture Controlled Substance Registration Certificate	2
14	Animal Facility Inspection Pass/Fail Point Scale	1
15	Letter from Kansas Department of Agriculture	2
16	Inspection Report – 1/23/20	1
17	Inspection Report – 1/12/22	1
18	Inspection Report – 7/11/23	1
19	Kansas Department of Agriculture Notice of Non-Compliance - 7/11/23	
20	Inspection Report – 8/30/23	4
21	Kansas Department of Agriculture Notice of Non-Compliance - 8/31/23	1
22	State of Kansas Civil Penalty Order - 9/30/23	13
23	Inspection Report – 10/31/23	1
24	Inspection Report – 4/17/24	1
25	Inspection Report – 8/5/24	1
26	Inspection Report – 9/5/24	2
27	Inspection Report – 11/4/24	1
28	Inspection Report – 1/15/25	1
29	Inspection Report – 1/12/26	5
30	Kansas Department of Agriculture Notice of Non-Compliance – 1/12/26	1
31	Inspection Report – 3/17/26	2
32	Kansas Department of Agriculture Contingency Plan From	2
33	ESF 6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services	3

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Section 2. Shelter Operations

	Document Name	Pages
1	Salina Animal Services Policy & Procedures (Version 2 – 12/5/25)	78
2	Various other pages including job descriptions, forms, signs	74

Section 3. Animal Care & Housing

	Document Name	Pages
1	Various documents related to animal care, housing	13
2	Kansas Pet Animal Act (Revised 12/19)	31
3	The Association of Shelter Veterinarians' Guidelines for Standards of Care in Animal Shelters – 2 nd Edition 12/22	76

Section 4. Community Engagement

	Document Name	Pages
1	City of Salina Social Media Administrators User Guide	7
2	Various Signs	7

Section 5. Volunteer Program

	Document Name	Pages
1	Volunteer Waiver/Background Check	1
2	Volunteer Manual -1/30/26	26

Section 6. Finance & Budget

	Document Name	Pages
1	2023 Expense Report	1
2	2024 Expense Report	1
3	2025 Expense Report	1
4	2026: Jan-May Expense Report	5
5	Shelter Donation Summary – 2015-2023	14
6	2026 through 2035 Capital Improvement Plan – Projects by Funding Source	4

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Section 7. Data & Reporting

	Document Name	Pages
1	Intake Detail Report 2023	1
2	Intake Detail Report 2024	1
3	Intake Detail Report 2025	1
4	Intake Detail Report 2026 (Jan-May)	1
5	Outcome Summary Report 2023	1
6	Outcome Summary Report 2024	1
7	Outcome Summary Report 2025	1
8	Outcome Summary Report 2026 (Jan-May)	1

Section 8. Leadership & Management

	Document Name	Pages
1	NACA Certificates for completion of ACO I & ACO II	7
2	NACA Certificates in Shelter Safe: Foundation in Shelter Care	6
3	FearFree Certificate of Completion Shelter Program Core Modules	2
4	ACCA Certificate of Training for Comprehensive Animal Management Course	1
5	Euthanasia Training Release	4
6	NACA Certificate of Completion for Euthanasia Workshop	1

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Section 9. Veterinary Services

	Document Name	Pages
1	Agreement Between the City of Salina, KS and Melissa Juby, DVM for Veterinarian Services	5
2	Veterinary Professional Liability Insurance Policy	11
3	Affidavit of Exempt Status Under the Workers Compensation Act	1
4	Patient Exam Request Form	1
5	Feline Anesthesia & Surgical Record	1
6	Canine Anesthesia & Surgical Record	1
7	Surgery Release Form	1
8	Untitled Form for Animals	1
9	New SAS Intake Protocol for Preventive Care – July 2026	1
10	Trap-Neuter-Release Volunteer Agreement Sheet	1
11	Patterson Know Your Customer Questionnaire	2

Section 10. Additional Info

	Document Name	Pages
1	Salina, KS, Code of Ordinances Chapter 7 ANIMALS	28
2	Animal Control and Shelter Study (July 2018) Prepared by NACA	145
3	Dangerous Dog Permit Application	1
4	Commercial Animal Establishment Inspection	1
5	Nuisance Dog Permit	2
6	Multiple Dog Permit Application	2
7	Information to Help with Barking Dogs in Salina	1
8	Information Form for Barking Dog Complaint	3
9	Uniform Notice to Appear and Complaint	1

APPENDIX B. Capacity for Care Calculation

Capacity for Care

Every animal shelter has a defined **Capacity for Care (C4C)**—the maximum number of animals that can be housed while still receiving appropriate daily care, sanitation, and attention. Capacity for Care does not include specialized needs such as medical treatment or behavioral support. C4C is determined by several operational factors, including:

- **Appropriate housing units**
- **Available staffing** for daily care, programs, and services
- **Staff training** and competency
- **Average length of stay**
- **Daily number of** reclaims, adoptions, transfers, releases, and other outcomes

When any of these factors fall below operational needs, the shelter population exceeds its Capacity for Care, resulting in inadequate feeding, cleaning, sanitation, and animal monitoring.

The National Animal Control Association (NACA) and the Humane Society of the United States (HSUS, 2010) recommend a **minimum of 15 minutes of care time per animal per day**—approximately **9 minutes for cleaning** and **6 minutes for feeding**.

The following chart is a breakdown of the number of animals at SAS over three days of the evaluation (7/11-7/13) of this evaluation period:

Daily Population Counts (July 11–13, 2026)

	Sat 7/11	Sun 7/12	Mon 7/13
All Cats	59	54	53
All Dogs	54	54	55
Total	113	108	108

** foster pets do not count towards total as they are not in the building*

Minimum Care Time Required

	Sat 7/11	Sun 7/12	Mon 7/13
Total Dog & Cat	113	108	108
x 15 minute/pet	1,695m	1,620m	1,620m
Equivalent hours*	28.25h	27h	27h

** rounded up*

Across the three days, SAS needed **an average of 27 hours of direct care time per day** to meet basic feeding and cleaning requirements.

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Actual Care Hours Provided

	Sat 7/11	Sun 7/12	Mon 7/13
B. Price	7.0	-	-
C. Simmons	5.0	5.0	4.0
H. Pineda	4.0	4.0	4.0
J. Wright	4.0	4.0	4.0
H, Garmin	-	6.0	6.0
Total	20.0	19.0	18.0

Care Hours Needed vs. Care Hours Provided

	Mon 9/16	Tue 9/17	Wed 9/18
Hours needed	28.25	27.0	27.0
Hours provided	20.0	19.0	18.0
Difference	-8.25	-8.0	-9.0

SAS was short **8–9 hours of required care time per day**, meaning the shelter did not have sufficient staffing to meet even the minimum daily feeding and cleaning needs of the animals in the building.

This deficit is further compounded by systemic issues identified throughout the assessment—including improper cleaning practices, inadequate sanitation, Policies and Procedures that do not align with best practices or current staff practices, and the absence of sufficient managerial oversight to guide proper animal care, cleaning and sanitation, and safe handling techniques. These conditions indicate that daily care is not being performed to appropriate standards even when time is available.

Together, these factors demonstrate that SAS is operating beyond its Capacity for Care, resulting in daily practices that fall short of accepted animal-care standards and place both animals and staff at ongoing risk.

APPENDIX C.

From: Timothy Crum <tim.animalshelterservices@gmail.com>

Sent: Sunday, 12 July 2026 15:23:47

To: Hammond, Jeff <jeff.hammond@salina.org>

Subject: Urgent: Chemical Exposure & SDS Compliance Concerns in Garage Area

July 12, 2026

Jeff,

I need to provide you with an **urgent** update regarding a chemical-safety issue identified during today's site visit.

In the enclosed, unventilated garage area, I observed a 55-gallon drum of **BETCO pH7Q Dual** disinfectant with the screw-in plug left open. There was visible yellow/orange gel-like residue on top of the drum, indicating leakage or dried concentrate. Two free-standing dog kennels—each containing a dog—were positioned approximately ten feet from the unsealed chemical drum.

According to the manufacturer's Safety Data Sheet (SDS), BETCO pH7Q Dual is classified as hazardous under OSHA's Hazard Communication Standard. The SDS specifies that the product:

- **Must be kept sealed when not in use**
- **Must be stored in a well-ventilated area**
- **Requires appropriate PPE during handling**
- **Poses inhalation, skin, and eye hazards**
- **Must be kept away from animals**

The current storage conditions conflict directly with these requirements and **present an immediate inhalation and contact hazard for both animals and staff.**

Additionally, when I requested the current SDS manual, staff directed me to a binder stored in a broom closet. The SDS sheets inside were dated 2015 and did not include chemicals currently stored on site, including BETCO pH7Q Dual. This raises concerns regarding SDS accessibility and compliance with OSHA's Hazard Communication Standard.

I recommend sealing the drum immediately, relocating it to a designated chemical storage area with proper containment, removing animals from the garage until the area is safe, and updating the SDS manual to include all chemicals currently in use.

Please let me know once these issues have been addressed.

Thank you,

Tim

Animal Shelter Services

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From: **Hammond, Jeff** <jeff.hammond@salina.org>
Date: Sun, Jul 12, 2026 at 4:34 PM
Subject: Re: Urgent: Chemical Exposure & SDS Compliance Concerns in Garage Area
To: Timothy Crum <tim.animalshelterservices@gmail.com>

Tim,

It will be removed in the morning.

Jeff

Jeff Hammond

Parks and Recreation

Director of Parks and Recreation

785-309-5765

NOTE: The evaluator can confirm that the 55-gallon disinfectant drum had been removed from the facility by Monday, July 13, 2025.



1.A



1.B.1



1.B.2



1.C.2



1.C.3



1.C.4



1.C.5



1.C.6



1.C.7



1.C.8



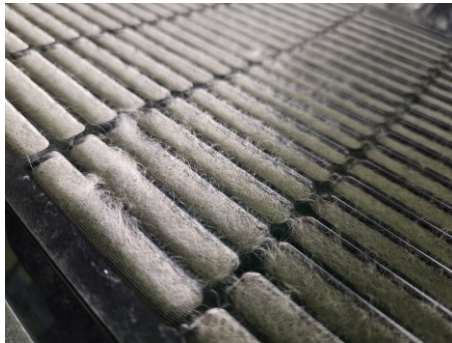
1.C.9



1.C.10



1.C.11



1.C.12



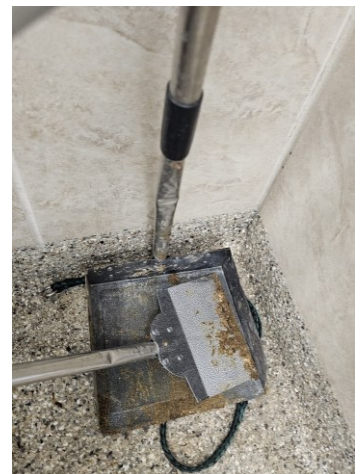
1.C.13



1.C.14



1.D.1



1.D.2



1.D.3



1.D.4



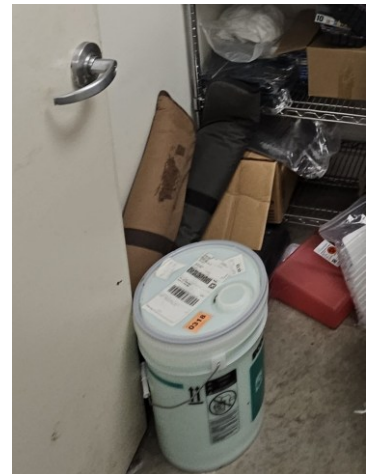
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2.H.5



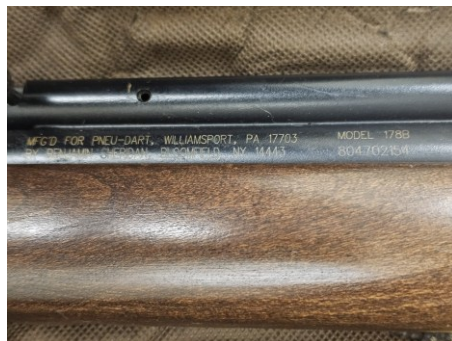
2.J.1



2.K.1



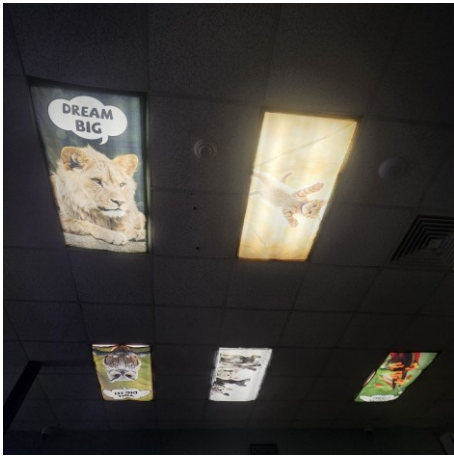
2.K.3



2.K.4



2.L.1



2.M.1



2.M.2



3.A.1



3.A.2



3.A.3



3.B.1



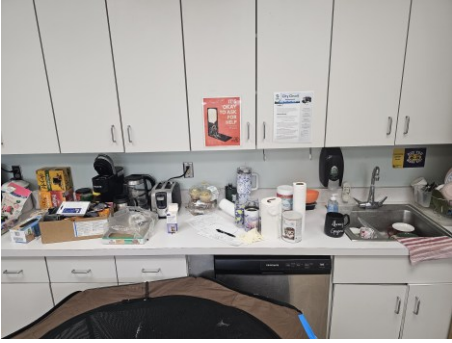
3.B.2



GFC.1



GFC.2



GFC.3



GFC.4



GFC.5



GFC.6



GFC.7



GFC.8



GFC.9



GFC.10



GFC.11



GFC.12



GFC.13



GFC.14



GFC.15



GFC.16