MEMORANDUM

November 7, 2017

Master Agreement MA-PO-18-76
Central Pet Partners, L.L.C.

Background

During the September 19, 2017 Board of Supervisors meeting, staff presented the Board with the proposed Master Agreement MA-PO-18-76 (Addendum 1, Item 12) with Central Pet Partners, L.L.C. The total base cost of this agreement is $588,256 per year to cover daily services plus an additional $80,736 in contingency costs. At the meeting, Supervisors Miller and Christy expressed concern about the total costs associated with the proposed master agreement.

The base cost of this agreement compares to $400,000 that Pima Animal Care Center projected to expend on animal care custodial function, including personnel, fleet services and other operations-related charges during the current fiscal year.

The attached report puts the proposed master agreement for animal care custodial services within the larger context of how it serves Pima County's overall animal welfare function. I also asked staff to provide insight into the bid process and its outcome.

Recommendation

I recommend approval of Master Agreement No. MA-PO-18-76 with Central Pet Partners, L.L.C. for the provisions of custodial and pet care services inclusive of this amendment, which extends the termination date by nine months to September 18, 2018 and reinstates four annual renewal options. This agreement is the most cost-effective and flexible approach to meet the complex needs of the Pima Animal Care Center.

Respectfully submitted,

C.H. Huckelberry
County Administrator

CHH/mp – November 3, 2017

Attachment

PIMA COUNTY
PIMA ANIMAL CARE CENTER

MEMORANDUM

Date: 27 October 2017

To: C. H. Huckelberry
County Administrator

From: Kristen Auerbach KA
Director, Pima Animal Care Center

Via: Francisco García
Assistant County Administrator

Re: Custodial and Animal Caretaking Services at Pima Animal Care Center

During the September 19 Board of Supervisors meeting, staff presented the Board with a proposed Master Agreement (MA-PO-18-76; Addendum 1, Item 12) with Central Pet Partners, L.L.C. The total base cost of this agreement is $588,256 per year to cover daily services plus an additional $80,736 in contingency costs. At the meeting, Supervisors Miller and Christy expressed concern about the total value of the proposed Master Agreement.

The base cost of this agreement compares to $400,000 that Pima Animal Care Center (PACC) projected to expend on animal care custodial function including personnel, fleet services and other operations-related charges during the current fiscal year. In the document that follows, we review the activities of the PACC, the services covered by the master agreement, the bid process and outcome. We also reaffirm our recommendation for approval to outsource this important function to a qualified contractor for the full 12-month period.

Background

The PACC takes in approximately 18,000 live animals each year and houses between 500 and 1,000 pets at any time. These pets receive care seven days per week, 365 days each year, by a team of 95 staff members and approximately 1,100 volunteers.

The 95 full-time PACC staff provide a broad range of comprehensive services, both in the shelter and in the community. These services include the following activities:

- Field dispatch
- Animal protection and enforcement
- Stray and owned pet surrender intake
- Emergency and routine medical care for sheltered pets
- Volunteer, foster and rescue program management
- Pet licensing
- Euthanasia services for pets at the end of their lives
- Rabies quarantine for owned and stray pets
- Pet support for owners to prevent relinquishment
- Pet adoptions and placement of unowned pets
- Return of lost pets to their owners

Attachment A is PACC's draft organizational chart, with identification of grant funded positions and vacancies.

Volunteers contribute between 70,000 and 80,000 hours of service annually, and their tireless efforts are a key component of PACC's life-saving success. Volunteers support many operational areas, including adoptions, pet exercise and enrichment, assisting rescue and foster placement, and providing support for pets with special medical or behavioral needs. Typically, volunteers do not provide custodial and related services due to task acceptability as well as safety and disease control concerns. For example, volunteers walk shelter dogs and provide cat enrichment but not the actual kennel cleaning and feeding. This allows volunteers to make a significant contribution toward the daily well-being of sheltered pets, while trained professional contractors and staff ensure that pet's basic needs are met.

The existing PACC facility consists of 300 permanent kennels for dogs and puppies to supplement additional cages and temporary housing units for cats and dogs. Many kennels co-house animals. Often, dogs are paired and litters of puppies and kittens are housed together with their mothers. The new facility will have the capacity to house 750 individually kenneled animals to ameliorate the safety, crowding and disease control concerns caused by housing multiple pets in single unit.

Contracted Animal Care and Custodial Functions

Currently, professional Central Pet Partners staff provide on-site custodial and support services from 7 a.m. to 8 p.m. each day, performing a wide range of duties, including but not limited to the following activities:

- Cleaning kennels and cages
- Keeping all kennels and cages free of waste, soil, and/or feces
- Spot cleaning kennels and cages throughout the day
- Deep cleaning kennels or cages where the is suspected or confirmed contagious disease
- Preparing kennels for animals returning from surgery
- Collecting, sorting and laundering towels, blankets, and linens (laundry runs 14 hours per day)
- Folding and storing clean blankets, towels, and linens
- Properly disposing of unserviceable or badly soiled blankets, towels, and linens
- Keeping blankets, towels, and linens used in medical areas separate from other laundry
- Collecting and washing water and food bowls and buckets from every kennel and cage
- Replacing water and food bowls and buckets with clean, sanitized bowls and buckets
- Collecting and washing enrichment and wellness items
- Performing basic preventative maintenance on cleaning equipment
- Providing special diets and medications as directed by medical staff
- Feeding, watering and monitoring animals
- Safely handling animals that are not ambulatory
- Providing in-kennel enrichment to the animals
- Monitoring supplies and restocking items as necessary
- Assisting staff and volunteers with moving animals
- Conducting morning and late afternoon shelter rounds
- Checking the welfare of animals and reporting any health concerns to medical staff
- Safely removing and returning animals from kennels and cages for cleaning

Bid Process

The process to identify the current vendor began early this summer. Procurement advised 12 local companies of the solicitation. Follow up by the Procurement Department yielded information about three entities that had expressed interest initially. One entity declined to bid due to insufficient staffing; another did not to bid due to financial constraints of the bid; and the third opted not to submit a bid without further explanation. PACC staff believe that staffing and organizational capacity as well as the size of the job were the principal reasons for the limited responses to this offering. Procurement provides a brief summary of the process as it pertains to this bid in Attachment B.

Central Pet Partners was the only entity to submit a responsive bid. Staff believes this bid is the most cost-effective solution to providing consistent, quality custodial care for PACC pets without a significant fiscal impact.

Rationale for not providing in-house animal care and custodial services

Intermittently since 2013, PACC staff has explored the concept of providing animal care custodial services using County employees. Our most recent estimate based on the Austin staffing model envisions providing the highest level of care. This scenario requires PACC to increase its workforce by 24 to 28 additional full-time personnel to assume all custodial, laundry and related functions. We modeled a variety of staffing arrangements using custodians or animal care technicians, varied the number and type of supervisors, and explored entry level v. mid-range compensation levels.

Under the most conservative model, annual personnel costs are estimated to be a minimum $891,717, but could go up to as much as $1,275,958. Importantly, such estimates do not take into account additional costs associated with a significant increase in the work force, such as information technology, risk management, etc. Based on these data (developed collaboratively with the Pima County Finance Department) the fiscal impact of moving to an in-house animal caretaking model would be at **least** $270,000 more than the master agreement under consideration. The use of a contractor to provide these services is a cost-effective and flexible approach to meeting the animal care needs in our facility.

History of Detainee Labor at PACC

Detainees have provided limited custodial services in animal care and shelter areas in the past. Staffing with detainees and correctional custodial supervisors from Arizona Department of Corrections and subsequently Pima County Adult Detention Complex (PCADC) has been attempted at PACC. Despite the relatively low cost, these operators have failed to meet the comprehensive and high quality level of service required to meet the disease control and operational objectives of our large and complicated facility. Most recently, the PCADC was unable to provide the necessary staffing of detainees and correctional custodial supervisors and the quality of cleaning and animal care services provided were never adequate. These staffing gaps led to significant errors, disease control lapses and injuries. Such issues are compounded by well-publicized escapes and a suicide. Inappropriate public contact with inmates, injuries, smuggling and other security considerations, make continuation of this arrangement unfeasible.

The total cost for the PCADC arrangement inclusive of personnel, fleet services, supplementary contractor services and other charges for the current budget year was approximately $400,000.

PACC's animal care and spending relative to other shelters

With regard to the PACC operations budget in general, the Humane Society of the United States estimates that on average, communities in the United States spend $8 per capita for animal shelters that handle 30 animals per 1,000 people, and euthanize 12.5 pets per 1,000 people. In comparison, last fiscal year, PACC spent approximately $7.25 per capita and handled 19 animals per 1,000 people with just three pets euthanized per 1,000 people. Pima County has saved more pets with fewer resources than in the average community. Additional information is available on The Humane Society of the United States' website: http://m.humanesociety.org/animal_community/resources/timelines/animal_sheltering_trends.html

Staff conducted a survey of municipal and municipal-contracted animal shelters with annual intakes between 6,000 and 30,000 and save rates between 60 and 90 percent. These data confirm that PACC's contracted caretakers are responsible for a significantly larger number of pets than caretakers at comparable facilities. The only surveyed shelter with a higher staff-to-animal ratio was the city of El Paso Animal Services; a shelter with a lower-than-national-average live outcome rate, meaning more euthanized animals and lower need for animal care. The chart in Attachment C shows the number of pets cared for annually by animal caretaking staff for a range of comparable facilities.

Recommendation

PACC is a large complex operation serving Pima County pets and people. The proposed custodial and related services master agreement provides a reasonable, cost-effective and flexible approach to meet the complex needs of our large multi-functional and publically accessible facility. PACC welcomes the Board of Supervisors' continued interest in the operation and invite them to visit the facility and continue to learn more about PACC and the critical, lifesaving role of comprehensive animal care.

Staff recommends approval of Master Agreement No. MA-PO-18-76 with Central Pet Partners, L.L.C. for the provision of custodial and pet care services inclusive of this amendment, which extends the termination date by nine months to September 18, 2018 and reinstates four annual renewal options.

KA:FG:lsm

Attachments (3)

c: Jan Lesher, Chief Deputy County Administrator
Tom Burke, Deputy County Administrator
Mary Jo Furphy, Director, Procurement
Keith Dommer, Director, Finance and Risk Management

ATTACHMENT A

PIMA COUNTY
PIMA ANIMAL CARE CENTER

2 Veterinarians = Regular Position

2 Veterinarians = Vacant Position

Grant Funded = Grant Funded, Non-Permanent Position

DRAFT

Friends of PACC

PACC Advisory Committee

Director of Animal Services

Executive Assistant

Administrative Support Specialist, Sr.

Chief of Veterinarian Services

2 Veterinarians

Development & Marketing Manager

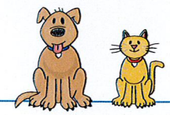
Communications Specialist
Grant Funded

Personnel

Deputy Director of Animal Services
Vacant

Business Operations

IT Support Specialist



Field & Community Services Manager
Vacant
Grant Funded

Cat Program Manager
Vacant
Grant Funded

2 Community Cat Assistants
2 Vacant
Grant Funded

2 Shelter Cat Assistants
Grant Funded

Cat Flow Organizer

Communications Supervisor & Pet Support

Dispatch Operators

4 Pet Support Center Staff

Medical Needs Foster Coordinator
Vacant

Foster Placement Coordinator
Vacant
Grant Funded

Adult Dog Foster Coordinator
Vacant
Grant Funded

Adult Cat Foster Coordinator
Vacant
Grant Funded

Volunteer Coordinator

Assistant Volunteer Coordinator*
Vacant
Grant Funded

Rescue Coordinator

Adoption Coordinator
Vacant

Offsite Adoption Coordinator
Grant Funded

Chief Animal Protection Officer

Investigations Supervisor

Field Officer

3 Investigators

Protection & Enforcement Supervisor

7 Field Officers

2 Civil Process Officers

Protection & Enforcement Supervisor
Vacant

7 Field Officers

2 Deceased Animal Pickup Technicians
1 Vacant

Ajo Animal Protection

2 Field Officers

Internal Operations Manager

Medical Supervisor
Grant Funded

14 Clinic Technicians
2 Vacant

Daily Operations Manager

Shelter Supervisor

4 Animal Care Technicians

Shelter Supervisor

5 Animal Care Technicians

Licensing Supervisor

5 Licensing Counselors
1 Vacant

20 Contracted Feeding & Cleaning Staff

Adoptions Supervisor

3 Adoption Counselors
1 Vacant

Behavior & Enrichment Coordinator

Behavior & Enrichment Assistant*
Vacant
Grant Funded

ATTACHMENT B
Estimated PACC In-house Cleaning Services, Annual Payroll Costs

Entry Level

	Title	Class Code	Pay Grade	Pay per pay period	Estimated Benefits	Total per pay period	* Annual Salary	No. of Employees	Annual Salary	Combined Total
Scenario 1	Custodian	2171	15	891.20	297.48	1,188.68	30,905.75	24	741,737.92	
	Custodian Senior	2172	21	991.20	330.86	1,322.06	34,373.63	2	68,747.25	
	Custodial Supervisor	2174	30	1,171.20	390.95	1,562.15	40,615.81	2	81,231.62	891,716.79

	Title	Class Code	Pay Grade	Pay per pay period	Estimated Benefits	Total per pay period	* Annual Salary	No. of Employees	Annual Salary	Combined Total
Scenario 2	Animal Care Tech	3411	22	1,008.80	336.74	1,345.54	34,983.97	24	839,615.36	
	Animal Care Supervisor	3414	41	1,469.60	490.55	1,960.15	50,963.96	4	203,855.86	1,043,471.22

Mid- Range

	Title	Class Code	Pay Grade	Pay per pay period	Estimated Benefits	Total per pay period	* Annual Salary	No. of Employees	Annual Salary	Combined Total
Scenario 3	Custodian	2171	15	1,081.60	361.04	1,442.64	37,508.59	24	900,206.16	
	Custodian Senior	2172	21	1,206.40	402.70	1,609.10	41,836.50	2	83,673.01	
	Custodial Supervisor	2174	30	1,441.60	481.21	1,922.81	49,992.96	2	99,985.92	1,083,865.09

	Title	Class Code	Pay Grade	Pay per pay period	Estimated Benefits	Total per pay period	* Annual Salary	No. of Employees	Annual Salary	Combined Total
Scenario 4	Animal Care Tech	3411	22	1,229.60	410.44	1,640.04	42,641.05	24	1,023,385.26	
	Animal Care Supervisor	3414	41	1,820.80	607.78	2,428.58	63,143.16	4	252,572.64	1,275,957.90

Hourly pay projections based on Pima County class code

*** Does not include shift differential, overtime.**

PIMA COUNTY
PROCUREMENT

Date of Issue: September 7, 2017

To: Procurement File IFB No. 269049 - Kennel and Pet Care Services

RE: Receipt of One (1) Bid

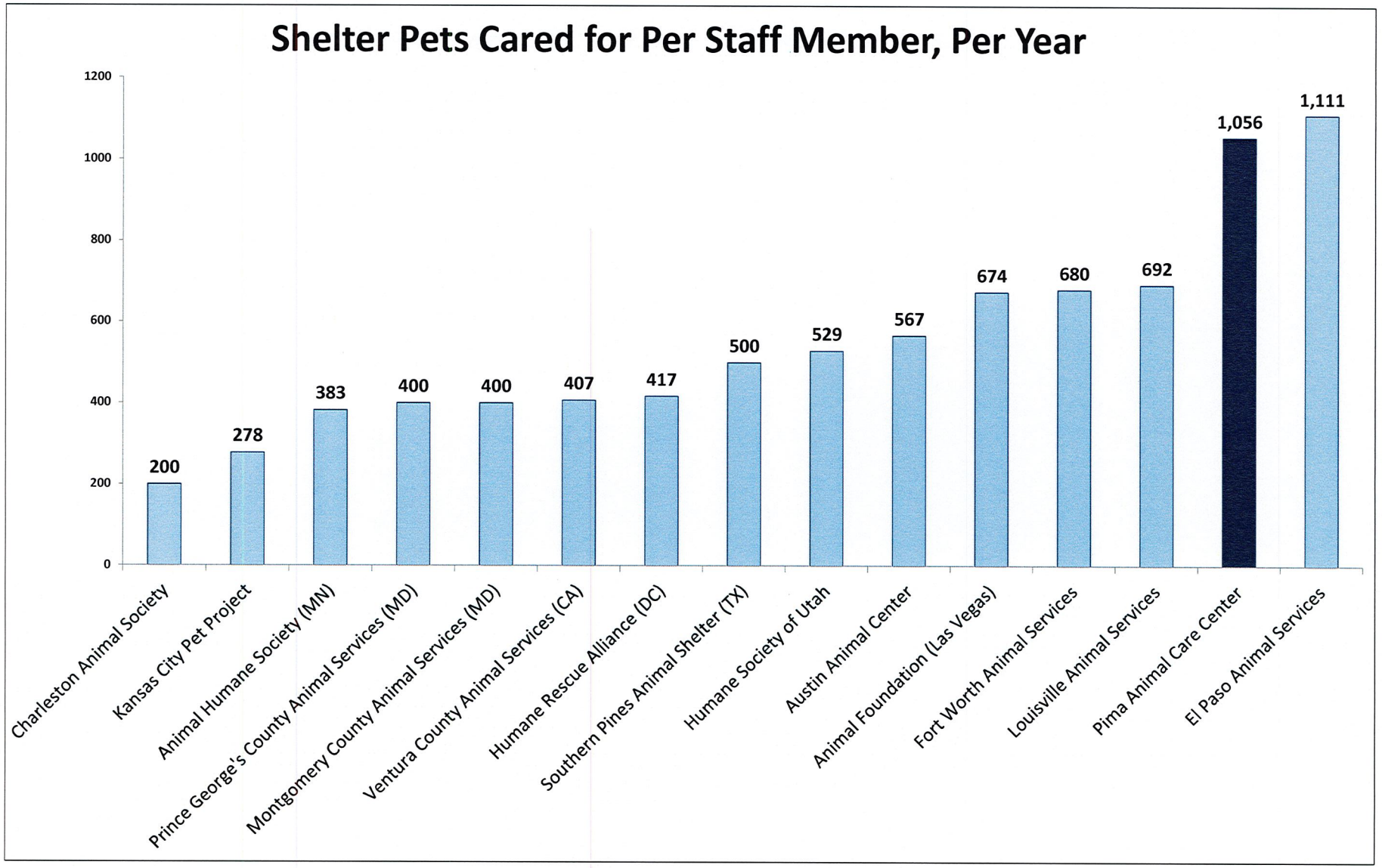
The Pima County Procurement Department opened IFB No. 269049 for Kennel and Pet Care Services on August 31, 2017 at 3:00 P.M. Local AZ Time. It is recorded the receipt and opening of one bid.

The Bid Due-In Date and Time was originally set for August 30, 2017 at 3:00 P.M. and was subsequently extended at the request of a potential respondent, Pima Paws for Life.

On August 29, 2017, the day before the original due-date, twelve (12) local kennel companies identified on the Vendor List were called and advised of the solicitation opportunity. Three (3) of the kennel companies responded. Happy Tails Pet Services reviewed the solicitation and indicated the company did not have sufficient staff, but to please keep them on the notification list for next time. Pima Paws for Life requested a time extension and then decided not bid due to the financial constraints set by the bid. At Home Kennels expressed interest and requested a copy of the solicitation, of which it was emailed, but decided to not bid.

Central Pet Partners, LLC, continues to be the only Southern Arizona kennel company to respond to our previous three (3) solicitations and is still willing to perform services near the very low rates set by PACC.

ATTACHMENT C



BOARD OF SUPERVISORS AGENDA ITEM REPORT
CONTRACTS / AWARDS / GRANTS

◉ Award ○ Contract ○ Grant

Requested Board Meeting Date: 11/07/2017

***= Mandatory, information must be provided**

or Procurement Director Award ☐

***Contractor/Vendor Name/Grantor (DBA):**
Central Pet Partners, LLC

***Project Title/Description:**
Kennel and Pet Care Services

***Purpose:**
Amendment of Award: Master Agreement No. MA-PO-18-076. This revision extends the termination date to 09/18/18, increases the contract amount by $558,333.33 to the original requested annual award amount of $670,000.00, and reinstates the four (4) one-year renewal options. Administering Department: Pima Animal Care Center.

Administering Department: Pima Animal Care Center.

***Procurement Method:**
Pursuant to Pima County Procurement Code 11.12.010, Competitive Sealed Bidding, on 09/19/17, Procurement requested Board approval of a one (1) year term and an annual award amount of $670,000.00 with four (4) one-year renewal options for this contract. The Board of Supervisors approved an award of contract for a two (2) month term and a contract amount of $111,666.67 pending a cost analysis to be provided by PACC.

PRCUID: 269049

Attachment: Master Agreement.

***Program Goals/Predicted Outcomes:**
To maintain PACC Kennels at optimum sanitary conditions.

***Public Benefit:**
Good sanitary conditions reduce the spread of disease. Decreased number of ill animals reduces shelter costs.

***Metrics Available to Measure Performance:**
Employee time sheets are reviewed to measure cleaning time required compared to kennels maintained.

***Retroactive:**
No

Contract / Award Information

Document Type: _____ Department Code: _____ Contract Number (i.e.,15-123): _____

Effective Date: _____ Termination Date: _____ Prior Contract Number (Synergen/CMS): _____

☐ **Expense Amount: $*** _____ ☐ Revenue Amount: $ _____

***Funding Source(s) required:**

_____

Funding from General Fund? ○Yes ○No If Yes $ _____ % _____

Contract is fully or partially funded with Federal Funds? ☐ Yes ☐ No

***Is the Contract to a vendor or subrecipient?** _____

Were insurance or indemnity clauses modified? ☐ Yes ☐ No

If Yes, attach Risk's approval

Vendor is using a Social Security Number? ☐ Yes ☐ No

If Yes, attach the required form per Administrative Procedure 22-73.

Amendment / Revised Award Information

Document Type: MA Department Code: PO Contract Number (i.e.,15-123): 18-076

Amendment No.: _____ AMS Version No.: 02

Effective Date: 11/07/17 New Termination Date: 09/18/18

Prior Contract No. (Synergen/CMS): _____

◉ Expense or ○ Revenue ◉ Increase ○ Decrease Amount This Amendment: $ 558,333.33

Is there revenue included? ○Yes ◉ No If Yes $ _____

***Funding Source(s) required:** Shelter Service

_____

Funding from General Fund? ○Yes ◉ No If Yes $ _____ % _____

Grant/Amendment Information (for grants acceptance and awards) ○ Award ○ Amendment

Document Type: _____ Department Code: _____ Grant Number (i.e.,15-123): _____

Effective Date: _____ Termination Date: _____ Amendment Number: _____

☐ Match Amount: $ _____ ☐ Revenue Amount: $ _____

***All Funding Source(s) required:**

_____

***Match funding from General Fund?** ○Yes ○No **If Yes $** _____ **%** _____

***Match funding from other sources?** ○Yes ○No **If Yes $** _____ **%** _____

***Funding Source:** _____

***If Federal funds are received, is funding coming directly from the Federal government or passed through other organization(s)?** _____

Contact: Jennifer Moore, Commodity/Contracts Officer

Department: Procurement 10/26/17 Telephone: 520-724-8164

Department Director Signature/Date: 10/26/17

Deputy County Administrator Signature/Date: _____

County Administrator Signature/Date: 10/26/17

(Required for Board Agenda/Addendum Items)

PIMA COUNTY

MASTER AGREEMENT

PIMA COUNTY, ARIZONA

THIS IS NOT AN ORDER - TRANSMISSION CONSTITUTES CONTRACT EXECUTION

Master Agreement No: 18000000000000000076 **MA Version:** 2

Description: Kennel and Pet Care Services

ISSUER

Pima County Procurement Department
130 W. Congress St. 3rd Fl
Tucson AZ 85701

Issued By: JENNIFER MOORE
Phone: 5207248164
Email: jennifer.moore@pima.gov

TERMS

Initiation Date: 11-07-2017
Expiration Date: 09-08-2018

NTE Amount:	**$670,000.00**
Used Amount:	**$109,539.96**

VENDOR

Central Pet Partners LLC
PO BOX 6325
Amado AZ 85645

Contact: Julie Grounds
Phone: 520-975-8462
Email: juliegrounds@gmail.com
Terms: 0.00 %
Days: 30

Shipping Method: Vendor Method
Delivery Type: Standard Ground
FOB: FOB Dest, Freight Prepaid

Modification Reason

This revision extends the termination date to 09/18/18 and increases the contract amount by $558,333.33 to the original annual award amount of $670,000.00.

This Master Agreement incorporates the attached documents, and by reference all instructions, Standard Terms and Conditions, Special Terms and Conditions, and requirements that are included in or referenced by the soliciation documents used to establish this agreement. All transactions and conduct are required to conform to these documents.