



City of Los Angeles Department of Animal Services

REQUEST FOR PROPOSALS

To Operate One or More of the Department of Animal Services' Spay/ Neuter Clinics
Located Within the Following Animal Care Centers:

East Valley
14409 Vanowen Street
Van Nuys, California 91405

Northeast Valley
15321 W. Brand Blvd
Mission Hills, California 91345

North Central
3201 Lacy Street
Los Angeles, California 90031

West Valley
20655 Plummer Street
Chatsworth, California 91311

Harbor
957 N. Gaffey Street
San Pedro, California 90731

West Los Angeles
11361 West Pico Blvd
Los Angeles, California 90064



East Valley Animal Care Center

RFP Release Date

March 10, 2008

Deadline to Submit Proposals:

May 6, 2008, no later than 3:00 PM Pacific Time
Department of Animal Services, Attention: Anthony Sanchez
221 North Figueroa Street, Suite 500
Los Angeles, California 90012

RFP and Contract Administrator:

Anthony Sanchez
Phone: (213) 482-6980
Fax: (213) 482-9511
Anthony.A.Sanchez@lacity.org

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I. INTRODUCTION

The City of Los Angeles ("City"), Department of Animal Services ("Department"), is releasing this Request for Proposals ("RFP") to seek qualified veterinary medical clinic operators to operate one or more of the Department's spay/ neuter clinics at the Department's Animal Care Centers listed on the cover of this RFP. Operators will primarily provide high volume spay and neuter services for shelter dogs, cats, and rabbits. Services will also be rendered to the public who may bring their pets for sterilization and related veterinary medical assistance.

The clinics are located within each Care Center. Although some are currently still under construction, by the time of contract execution, they will all be fully built-out; fixtures such as cages and surgical tables will be installed. Clinic operators will need only bring their equipment, materials, supplies, medicines and controlled substances, and staff in order to begin operations as a self-contained, fully-equipped spay/neuter clinic. Floor plans for each clinic are attached here as Attachment A.

Award of Contract

To be considered, interested parties must respond to this RFP according to the instructions and guidelines stated herein. The Department intends to award a three-year contract to the person or entity who is the top-ranked proposer for each clinic, renewable at the City's sole discretion for up to three additional years, for a period of up to six years. Proposers may propose on one or more locations (multiple contracts may be awarded).

The proposer who demonstrates it is the most qualified to provide the required services at each location, at the best overall value to the City, will be recommended for Contract award. The Contract will be subject to review by the City Attorney and the Mayor's Office, and subject to approval by the Board of Animal Services Commissioners and the City Council, prior to Contract execution and start of services.

Scope of Services

Contractors will be expected to provide spay and neuter services, along with other veterinary medical services enumerated in the draft personal services contract which, along with its exhibits, is included as Attachment B.

Estimated Value of Contract

As a comparison, payments to the contractor under the current contract for the operation of the South Los Angeles Spay Neuter Clinic is approximately \$330,000 per year. Revenues at clinics at other locations may vary due to demographics, volume of animals treated, and other factors. Proposers may consider the number of sterilizations funded or subsidized by the City from prior fiscal years in estimating potential revenues:

| <u>Fiscal Year</u> | <u>Total No. of Sterilizations (City-wide)</u> |
|--------------------|--|
| 2006-07 | 42,124 |
| 2005-06 | 38,330 |
| 2004-05 | 26,072 |
| 2003-04 | 21,308 |

These figures exclude spay/neuter or related services provided to the community at large. In addition, it is anticipated that the recently enacted spay/neuter ordinance in Los Angeles may greatly increase the number of spay/neuter surgeries to be performed. **No guarantee is given or implied as to the total amount to be paid to the Contractor during the term of the Contract(s).**

Definitions

The following terms used in this RFP shall be construed as follows:

- "Board" means the Board of Animal Services Commissioners.
- "City" means the City of Los Angeles, acting by and through the Department of Animal Services.
- "Clinic" means only that spay/neuter clinic to be operated by a Contractor awarded an agreement.
- "Contract" is synonymous with "Agreement" and means the agreement executed as a result of this RFP.

- "Contractor" means the veterinarian, individual, foundation, partnership, corporation, or other entity to which an agreement is awarded.
- "Department" means the Department of Animal Services.
- "GSD" means the City of Los Angeles Department of General Services
- "Proposer" means any veterinarian, individual, foundation, partnership, corporation, or other entity who submits a proposal in response to this RFP.

II. ABOUT THE DEPARTMENT OF ANIMAL SERVICES

Adoptions (including New Hope placements) and Intake of Animals

The number of adoptions and intake of animals for the past three calendar years, broken down by district, is attached as Attachment C.

Mission and Goals

The Department's mission is to promote and protect the health, safety, and welfare of animals and people in the City of Los Angeles. We envision the day when every pet born is ensured a good home and care all its natural life; when no animal will suffer because of abuse, neglect, or ignorance; and all residents, their property, and neighborhoods are safe from the dangers and nuisances of irresponsible pet guardianship. Our goal is to create happiness by bringing pets and people together. We empower our communities to make humane choices.

Services at the Animal Care Centers

The Department offers a wide range of programs and services, including pet adoption, licensing, low-cost spay/neuter services, microchipping, foster programs, volunteer programs, permits, prevention of animal cruelty, and community outreach programs, among others. Most of our services and programs are offered through our Animal Care Centers located throughout Los Angeles. At the care centers, staff receive stray or turned-in animals, and after an initial check-up, hold the animals for the legally required period of time before placing them up for adoption. The centers' veterinary staff looks after the health of the center's animals and treats those needing special care. Animal Control Officers respond to public calls and pick up stray and injured animals and wildlife, or animals that may be in danger due to inhumane treatment. Volunteers and staff work together to help pet owners find their missing companions, or to find new animal companions.

New and Expanded Animal Care Centers

With the passage of the City's Proposition F, the Fire and Animal Facilities Bond, Los Angeles voters signaled their support for new, expanded, and modern facilities for animal care and human interaction. This year, this program is coming to fulfillment through seven new or expanded facilities which will provide community-oriented animal care, a safe environment for animals in the Department's care, and establish community relationships to enhance responsible pet ownership and to increase the number of pets reclaimed by owners or adopted to new homes.

Each new or expanded center features comfortable and safely designed public areas and state-of-the-art veterinary care, examination, and observation spaces. All include a major expansion of dog kennel space and large kitchens for preparing animal meals. They feature "get-acquainted" rooms for cats and outdoor yards for the adopter to get to know dogs and other animals. New spay/neuter clinics are included in five of the facilities. The new outdoor kennels keep animals comfortable with radiant heating built into the concrete kennels for winter, and misting systems for hot days, while human visitors will enjoy the garden settings of the kennel areas. Large community rooms will be used for everything from staff training to community events.

Additional information is available online at: www.laanimalservices.com .

III. DEPARTMENT EVENTS

The Contractor's workload may increase in the days before or after the Department's various adoption events; the Contractor will be expected to make a reasonable effort to accommodate increased workloads. Following is a sampling of some of the pet-adoption events held by the Department:

Mobile Pet Adoptions

Each month, the Department organizes approximately ten Mobile Pet Adoptions, typically one-day events held on a Saturday or Sunday, and held in a variety of locations in Los Angeles and its neighboring communities such as Burbank and Beverly Hills. Usually about 30 to 40 animals are adopted at these events, and hundreds of people are provided with information and messages about animal issues, including spay/neuter information.

Pet Fairs

The Department holds pet fairs throughout the year at which free rabies vaccinations are given. Typically held in lower income neighborhoods, these events help save animals' lives in communities in which residents may not otherwise be able to afford vaccinations for their pets.

Super Adoption Events

Super Adoption events, such as Paw-fect Match, the Rabbit Adopt-a-thon, and Best Friends Events, which are held two to three times a year, are high profile events that are held through partnerships between the Department and rescue organizations. These all-day and multi-day events attract thousands of current and potential pet owners.

IV. PERSONAL SERVICES AGREEMENT

The proposed Personal Services Agreement is attached as Attachment B, and will be the Agreement, substantially in the form as attached, to operate the Clinic. Portions of the top-ranked proposal may be incorporated into and made part of the final executed Agreement. Attached to the Agreement are the License to Use the Premises of Spay and Neuter Clinic (Exhibit A of the Agreement), and the City's Standard Provisions for City Contracts (Rev. 10/03; Exhibit B of the Agreement).

V. REQUIREMENTS FOR SUBMITTING A PROPOSAL

A. Deadline for Submission

To be considered, proposals must be received on or before **Tuesday, May 6, 2008**, 3:00 p.m. Pacific Time, at the address listed below.

B. Where to Submit your Proposal

Proposals must be for a single location. If proposing on multiple locations, submit a separate proposal for each location. Submit your proposal or proposals in a sealed envelope or box labeled "Proposal to Operate the Spay/ Neuter Clinic at the [indicate "East Valley Animal Care Center," "West Los Angeles Animal Care Center," etc.]." Indicate your name and address on the outside and deliver to:

Los Angeles Department of Animal Services
Attention: Anthony Sanchez
221 North Figueroa Street, Suite 500
Los Angeles, California 90012

C. Number of Copies

Please provide one (1) original, one (1) reproducible copy, and three (3) photocopies and plainly identify the respective documents. A reproducible copy is one which can readily be reproduced through a photocopier.

D. Administrative Requirements for Submittal

All proposals must adhere to the following:

1. **Acknowledgment of Terms and Conditions:** A proposal submitted in response to this RFP shall constitute acknowledgment and acceptance of all terms and conditions set forth herein. Failure of the successful proposer to accept these obligations may result in cancellation of the Contract award.
2. **Format of Proposals:** Proposals must be typewritten, in English, and should be prepared simply and economically, avoiding the use of unnecessary promotional materials.
3. The RFP and the top-ranked proposal, or any part thereof, may be incorporated into and made a part of the Contract. The City reserves the right to further negotiate the terms and conditions of the Contract with the selected Contractor.
4. The City reserves the right to withdraw this RFP at any time, to reject any and all proposals, to choose not to award a Contract, and to waive any informality in the process when to do so is in the best interest of the City.
5. A proposer may withdraw a submitted proposal in writing at any time prior to the specified due date and time. Faxed withdrawals will be accepted. A written request to withdraw, signed by an authorized representative of the proposer, must be submitted to the Department at the address specified herein for

submittal of proposals. After withdrawing a previously submitted proposal, the proposer may submit another proposal at any time up to the specified submission deadline. All proposals submitted and not withdrawn prior to the end of the submission deadline may not be withdrawn after the submission deadline for a period of ninety (90) days following the deadline for submission of proposals specified in this RFP.

6. **Timeliness of Proposals:** Allow adequate mail delivery time to ensure timely receipt of the proposals. Late proposals will not be considered for review. The City reserves the right to determine the timeliness of all proposals submitted. At the day and time appointed, all timely-submitted proposals will be opened and the name of the proposer(s) announced. No other information about the proposals will be made public until after a recommendation for award is made to the Board.
7. **Deadline Extension:** The City reserves the right to extend the deadline for submission should such action be in the best interest of the City. In the event the deadline is extended, proposers will have the right to revise their proposals. Proposals may be withdrawn personally, by written request, prior to the scheduled closing time for receipt of proposals.
8. All proposals submitted in response to this RFP become the property of the City.
9. **Prohibition of Communication During Evaluation Period:** After the submittal of proposals and continuing until a Contract has been awarded, all City personnel involved in the RFP will be specifically directed against holding any meetings, conferences, or technical discussions with any proposer except as provided in the RFP. Questions regarding this RFP should be directed only to the RFP/ Contract Administrator indicated on the cover. Failure to comply with this requirement may terminate further consideration of that proposal.
10. **Cost of Preparation:** All costs of proposal preparation shall be borne by the proposer. The City shall not, in any event, be liable for any expenses incurred by the proposer in the preparation and/or submission of the proposal.
11. **Questions:** For questions regarding this RFP, contact Anthony Sanchez at (213) 482-6980, or via email at Anthony.A.Sanchez@lacity.org.

VI. CONTENTS OF SUBMITTED PROPOSALS

Proposals must be for a single location. If proposing on multiple locations, submit a separate proposal for each location.

ALL information requested must be included in your submitted proposal. The proposal must include:

- A cover letter
- Evidence of financial capability
- Description of your qualifications and experience
- Proposed services
- A business plan
- Proposed compensation to the City
- Additional information, if any
- Completed administrative requirements forms.

For each of the above sections of your proposal, provide, at a minimum:

A. Cover Letter

Include a cover letter from, and signed by, an authorized representative of the firm indicating intent in providing the requested services. The cover letter must provide complete contact information of the person or persons authorized to speak on the proposer's behalf regarding the proposal. Including the name and title of this person, mailing address, telephone, fax, and email addresses. The cover letter must specify which clinic location (West Valley, Northeast Valley, East Valley, West Los Angeles, North Central, or Harbor) you propose to operate. If proposing on multiple locations, submit a separate proposal for each location.

B. Financial Capability

Provide copies of bank statements, letters of credit, etc., to demonstrate sufficient financial capability to cash flow the operation during the initial period and through the entire term of the Contract, including sufficient resources to equip the clinic, provide adequate staffing, and to provide required bonds.

C. Qualifications and Experience

If multiple clinics are proposed, for each location, Contractor must have a licensed staff including veterinarians and registered veterinarian technicians that are licensed by the California Board of Veterinary Examiners, and will be required to maintain current licenses from the Board of Consumer Affairs, the Drug Enforcement Administration (DEA), and any other regulatory agencies requiring licensure. Include in your proposal:

- A detailed description of the veterinarian's qualifications and credentials, as well as the qualifications and credentials of key staff (for each location)
- Copies of licenses currently held
- Provide a list of at least three references for the last five years
- Include resumes of key staff

Proposer must have at least five years of recent experience; or, must have on staff a California-licensed veterinarian, with at least five years of recent experience, in high volume (average 40 surgeries per day or more) spay and neuter clinics. Describe your experience in operating a spay/neuter veterinary clinic:

- How many clinics have you operated? How many years in each?
- Describe the medical services provided (surgeries, procedures, etc.)
- Describe the volume of services (number of surgeries, types of animals, etc.)
- Describe experience in performing prepubescent sterilizations on dogs and cats

D. Services to be Provided

In addition to spay/neuter services, indicate which of the optional services listed in the attached Agreement you will provide, if any. Include:

- List of services
- Price of each service
- Any additional services

For all services to be provided, indicate:

- Target volume of work
- How you expect to meet that target

E. Business Plan

Submit a proposed operation plan. This must reflect an understanding of the overall goals of the Department and should demonstrate an interest in assisting with the Departments' goals to promote and protect the health, safety and welfare of animals and people in Los Angeles, including achievement of a permanent "No Kill" policy. The plan should include:

- Number of staff, and categories of each (veterinary, vet technician, clerical, etc.)
- Description of equipment to be used (indicate whether new, used, etc)
- A plan to track surgeries and other services; describe any software to be used for such tracking
- Methods of accounting
- Community outreach plans
- A projected financial statement, preferably in the form of a spreadsheet, for the operation of the proposed business for three years, showing projected operating expenses and projected revenues. You may indicate categories of services in your projected revenues, as well as categories of projected expenses (e.g. salaries, supplies, fees and insurance, etc.). You do not need to disclose proprietary or confidential information, but you should demonstrate realistic expectations of revenues and all expenses, and show that you are able to plan a financially viable operation.

F. Compensation

City shall pay Contractor for spay/neuter surgeries for dogs, cats, and rabbits (males and females) from the shelter and those brought in by the public in connection with any of the Department's various sterilization programs, according to the Board-approved fee schedule indicated in the attached Agreement. Of this payment, Contractor shall reimburse Department a percentage discount each month following receipt of the payment. Indicate your proposed discount: ____%.

Additionally, Contractor shall pay the Department a percentage of gross revenues for all other services provided under the Agreement. Indicate your proposed percentage: ____ %.

G. Additional Information (if any)

Provide any additional information which you feel will further demonstrate your ability to meet or exceed the requirements listed in this RFP. Any additional information may address:

- Your firm's qualifications and experience
- Proposed methods of providing services
- Community-specific services, depending on location being proposed
- Additional services which are available in addition to those listed in the Agreement (additional methods of accomplishing the Department's goals)
- Bilingual capabilities
- Explanations of any disciplinary actions, suspensions of license, claims, etc., if any
- Any other information which further demonstrates your firm's ability to achieve the Department's goals

If no additional information is to be provided, state "No additional information to provide" in response to this subsection.

H. Administrative Requirements and Forms

All bidders and proposers seeking to enter into contracts with the City of Los Angeles are required to comply with the City's contracting requirements. The forms listed below correspond to these requirements; proposers are to complete and submit all required documents with their proposal.

Forms and complete instructions are found in the companion document "Administrative Requirements and Forms," distributed with this RFP and available at www.laanimalservices.com, or by contacting the RFP administrator indicated on the cover of this RFP.

Documents to be included with each proposal are:

- Signature Declaration and Affidavit
- Disposition of Proposals
- Non-Discrimination/ Affirmative Action Plan (pages A1 through A7)
- Living Wage Ordinance (LWO) and Service Contractor Worker Retention Ordinance (SCWRO) exemption forms (*only if applying for an exemption*)
- Contractor Responsibility Ordinance Questionnaire
- Equal Benefits Ordinance Statement
- City Ethics Commission Bidder Certification

The Department reserves the right to request additional information and/or clarification regarding submitted documents during the evaluation.

VII. ADDITIONAL REQUIREMENTS OF SELECTED CONTRACTOR

After award of the Contract, and prior to execution, the selected Contractor shall complete and submit the following (forms to be provided to the selected Contractor):

- Americans with Disabilities Act Certification
- Child Support Certificate of Compliance
- Los Angeles Residence Information (location of selected contractor's headquarters and percentage of workforce residing in Los Angeles)
- LWO/SCWRO Compliance forms
- Slavery Disclosure Affidavit
- Contractor Responsibility Ordinance Pledge of Compliance
- Form W9

The following must be submitted to the Department before Contract execution:

- Copy of Los Angeles Business Tax Registration Certificate (BTRC) for the Clinic
- Proof of Insurance, subject to City approval
- Copy of Veterinary Premise Permit for the Clinic

VIII. REVIEW, EVALUATION, AND AWARD

Evaluation of proposals and award will be made on a clinic-by-clinic basis; proposals for a particular clinic will be ranked only against proposals for that same clinic, and not against those of other clinics.

A. Review Of Proposals

Staff will review all proposals to determine if they meet the minimum requirements contained in this RFP. The Department reserves the right to request additional information to clarify a submitted proposal.

B. Financial Capability

Proposer must demonstrate that it has sufficient financial capability to cash flow the operation during the initial period and through the entire term of the Contract.

Proposers who fail to meet the minimum requirements stated herein, or who fail to demonstrate sufficient financial capability, may be disqualified from further evaluation and may be deemed non-responsive. Proposers who pass A and B will be further evaluated as follows:

C. Evaluation

A selection panel may be convened to evaluate proposals, may interview proposers whose proposals have met the minimum requirements, and may be asked by the Department to recommend an award of a Contract. Said selection panel may be comprised of Department staff and/or appropriate experts.

Proposals will be rated according to the following criteria. Each category will be rated based on a point scale as shown below. Proposals will be ranked based on their respective aggregate scores with a perfect score being 100.

Experience and Qualifications (25 points):

- Relevant experience of proposer
- Proven ability to provide similar, top quality services to the City of Los Angeles, demonstrated through previous City experience, references, license history, and other facts; or proven ability to provide similar, top quality services in the private sector.
- Meets or exceeds required qualifications.

Proposed Services (25 points):

- Proposed fees for services to the public
- Demonstrated interest in public outreach and marketing
- Services are appropriate, reasonably-priced, varied.

Business Plan (25 points):

- Clarity and thoroughness of addressing all aspects of the proposed operation
- Demonstrates ability to accomplish the Scope of Services described in the attached Agreement
- Demonstrated willingness and ability to provide services to clientele of all income levels, or at levels appropriate for the community surrounding the proposed Clinic.

Compensation to City (25 points):

- Proposed discount to the City for sterilizations
- Proposed payment to City for additional services
- Payments are appropriate, feasible.

All proposals will be evaluated solely on the basis of the criteria listed above and the ranking of any review panel will serve solely to assist Department staff on evaluating the merits and viability of each proposal. Staff will independently formulate a recommendation to the General Manager, who will be free to accept or reject the review staff's recommendation and present his recommendation to the Board in a Board Report. The Board will consider the General Manager's recommendation during a public Board meeting and may accept or reject the General Manager's recommendation in making their decision as to the selection, stating publicly the reasons for their action. The proposed Contract is subject to review by the Office of the Mayor, and the City Council's approval or rejection pursuant to Charter Section 373.

C. Award of Contract

The General Manager of the Department recommends Contract awards to the Board of Animal Services Commissioners. The Department will notify all proposers in writing of the General Manager's recommendation. Once the contract or contracts are approved by the Board, the selected proposer will complete and submit the additional documents as required by City Ordinance, State, or Federal laws, after which the Contract or Contracts will be forwarded to the Los Angeles City Council for final approval.

Contracts are deemed to be executed upon the date of signature, or as otherwise stipulated in the Contract.

D. Contractual Arrangements

The proposer selected to perform the services outlined in this RFP will enter into a Contract, approved as to form by the City Attorney, directly with the City of Los Angeles.

E. Verification of Information

The Department reserves the right to verify the information received in the proposal. If a proposer knowingly and willfully submits false information or data, the Department reserves the right to reject that proposal. If it is determined that a Contract was awarded as a result of false statements or other data submitted in proposal to this RFP, the Department reserves the right to terminate the Contract.

IX. ATTACHMENTS

- Attachment A: Clinic Floor Plans (for all locations)
Attachment B: Personal Services Agreement
Exhibit A: License to Use Premises of Animal Spay/ Neuter Clinic
Exhibit B: Standard Provisions for City Contracts
Exhibit C: Premises Map (floor plan of the specific Clinic operated by Contractor)
Attachment C: Number of Adoptions and Intakes

Administrative Requirements and Forms

These are contained in a separate, companion booklet available at www.laanimalservices.com or by calling the RFP administrator indicated on the cover of this RFP.

- Proposer's Signature Declaration and Affidavit
- Disposition of Proposals
- Non-Discrimination/ Affirmative Action Plan (pages A1 through A7)
- Living Wage Ordinance (LWO) and Service Contractor Worker Retention Ordinance (SCWRO) exemption forms (only if applying for an exemption)
- Contractor Responsibility Ordinance Questionnaire
- Equal Benefits Ordinance Statement
- City Ethics Commission Bidder Certification and Lobbying Ordinance