



City of Richmond

Report to Committee

To: Community Safety Committee
From: Phyllis L. Carlyle,
General Manager, Law & Community Safety

Date: December 3, 2008
File: 12-8375-01/2008-Vol 01

Re: **Shelter Operation and Animal Control Services
Request-for-Proposals Competition # 3380P**

Staff Recommendation

1. The City enter into a twenty-four (24) month contract with the Richmond Animal Protection Society for management and operation of the City-owned animal shelter on the western half of 12071 No 5 Road in Richmond and partial animal control services at an annual cost of \$320,000.

Phyllis L. Carlyle
General Manager, Law & Community Safety
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ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER	
Facility Management.....	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Law.....	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Finance	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
Real Estate Services.....	Y <input checked="" type="checkbox"/> N <input type="checkbox"/>		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/> <i>GJ</i> NO <input type="checkbox"/>	REVIEWED BY CAO	YES <input checked="" type="checkbox"/> <i>GJ</i> NO <input type="checkbox"/>

Staff Report

Origin

On January 8, 2007, Richmond City Council endorsed the staff recommendation to enter into a contract for animal shelter operation and partial animal control services with the Richmond Animal Protection Society (RAPS). The resulting contract outlined a collaborative approach where RAPS would provide operation of the shelter and daytime animal control services, and the City would provide early morning and evening animal control services. The agreement was for a two year term at an annual cost of \$170,000.

In anticipation of the expiry of the existing agreement, the Request-for-Proposal (RFP) "Shelter Operation and Animal Control Services Contract 3380P" was issued. The RFP solicited two separate price methodologies, one for animal shelter operations alone and one for animal shelter operations *combined* with partial animal control services, as contained in the existing agreement.

The RFP was posted on BC Bid, the City website, and was sent via facsimile or email to parties that had previously expressed interest in the project. In addition, it was sent out via association email to members of the BC License Inspectors and Bylaw Officers Association (LIBOA).

In response to the request, the City received only one proposal and that was from the existing contractor, the Richmond Animal Protection Society (RAPS). For Council's consideration, staff has evaluated the proposal and assessed the overall value of using a contractor or to taking all or part of the shelter and animal control services in house.

Analysis

There are three options relating to the RFP "Shelter Operation and Animal Control Services Contract 3380P":

1. Enter into a contract for management and operation of the animal shelter and partial animal control services with the Richmond Animal Protection Society, as under the current agreement at an annual cost of \$320,000. (*recommended*)
2. Assume all animal control and shelter responsibilities utilizing existing and additional City resources for management and operations at an annual cost of \$390,000.
- 3: Enter into a contract for the management and the operation of the animal shelter with the Richmond Animal Protection Society and the City assumes the management of animal control responsibilities at an annual cost of \$330,620.

Option 1. Enter into a contract for management and operation of the animal shelter and partial animal control services with the Richmond Animal Protection Society, as under the current agreement at an annual cost of \$320,000. (*recommended*)

RAPS is the current shelter operator and it currently provides partial animal control services during the day while the City provides the service in the early morning and evening. If the City contracted RAPS there would be a seamless transition from the current to the next contract.

RAPS has experience in housing, rehabilitating, rescuing, treating and assessing a variety of animal types, including domestic, farm and wild animals. In addition to operating an independent shelter for over 17 years, they have managed the City shelter for the previous 2 years. Their staff and volunteers have demonstrated a high level of animal care and commitment. However, there has been an extremely high turnover of animal control officers employed by RAPS, and the minimal level of training required has not been met on a consistent basis. In order to rectify this training gap, City bylaw enforcement staff have had to divert time from parking patrols, property use complaints and other enforcement initiatives in order to provide guidance and staff training.

Due to the nature of the animal control agreement in place, there can be inconsistencies and inefficiencies between the City and RAPS in how animal control services are applied and delivered. In addition, there can be confusion and frustration from the public because, depending on the time of day, a different phone number is accessed and a different set of officers respond.

Option 2. Assume all animal control and shelter responsibilities utilizing existing and additional City resources for management and operations at an annual cost of \$390,000.

The City assumes exclusive control and responsibility of the animal shelter and the enforcement initiatives and creates new career options for existing staff. Revenue sources presently available to the contractor such as charges for adoptions, surrenders, impounds, licensing, etc would offset some operating costs. A City delivered service would permit additional flexibility created from not having to adhere to the terms of a contract and would allow a more dynamic approach to shelter operation and enforcement.

There will be inevitable customer service disruptions and confusion during the transition in shelter operators from a contractor to the City. The City of Richmond has historically contracted the shelter management and operations out to third parties and there is currently no animal shelter expertise within staff to provide guidance and direction on shelter issues.

The shelter and animal control services would be funded entirely by the City. Previous and current shelter operators have been non-profit and registered charities, allowing them to raise funds for shelter operations and provide tax incentives for those donating.

The City's cost for additional staffing of 6.1 full time employees (based on current shelter staffing structure and CUPE 2008 wage rates) would be approximately \$370,000 a year. While operating costs of approximately \$120,000 would be partially offset by projected revenues of \$100,000, the annual cost to the taxpayers would be \$390,000.

Option 3: Enter into a contract for the management and the operation of the animal shelter with the Richmond Animal Protection Society and the City assumes the management of animal control responsibilities at an annual cost of \$330,620.

Allowing RAPS to focus on their area of expertise, (animal care and welfare) will ensure that the vulnerable clientele (stray, abandoned or injured animals) are cared for to a high standard. The

clear division between shelter services and animal control enforcement would allow RAPS to focus on their area of strength (animal sheltering and care) and the City to assume responsibility for a more consistent and efficient standard of enforcement. There would be greater clarity as to where the citizens access animal control services, although additional staff of 1.4 full time employees and equipment would be required.

The RAPS contract would be \$237,120 for the first year and \$241,920 for second year, in addition to the staffing and equipment cost of \$93,500 annually.

Financial Impact

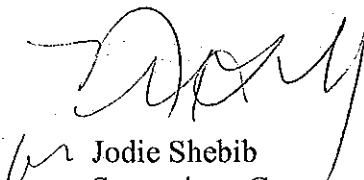
The annual cost of the contract under option 1 would be \$320,000, an increase of approximately \$150,000 a year over the previous contract, which has been included in the proposed 2009 operating budget for Community Bylaws.

The animal shelter was constructed in 1978 and requires \$12,500 to immediately upgrade the facility for safety reasons.

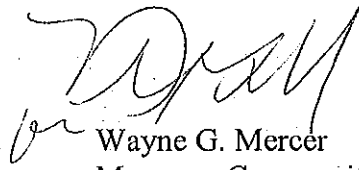
Conclusion

After analysing all three options, City staff recommends Option 1: Enter into a contract for management and operation of the animal shelter and partial animal control services with the Richmond Animal Protection Society, as under the current agreement, at an annual cost of \$320,000. The final recommendation would be for a twenty-four month contract to provide more reliable funding at renewal after the approval of annual budgets.

This conclusion is based on RAPS' history of quality animal shelter services and RAPS' financial value compared to taking shelter operations in-house.



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