



MEMORANDUM

Date: September 28, 2022

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: Jan Leshner 
County Administrator

Re: **Additional Information for the Board of Supervisors September 20, 2022 Meeting –
Master Agreement with Central Pet Partners, L.L.C. - Consent Item No. 10**

Questions were raised by Supervisor Grijalva regarding Consent Item No. 10, at the Board of Supervisors meeting on September 20, 2022. The primary concern was around the rationale for contracting these services out to a third party vendor.

Attached please find a memorandum from Pima Animal Care Center Director Monica Dangler. It provides the justification for the use of this vendor and goes on to briefly describe the critical role of staff, volunteers and Central Pet Partners, L.L.C. (Central Pet Partners) in support of the nearly 19,000 pets cared for by the agency.

Central Pet Partners has been a highly performing cost-effective vendor. A very conservative estimate suggests that the County would require 28 additional staff positions would be required to continue to deliver the same level of service, and a cost of about \$1.4 million. This cost estimate does not take into account the incremental costs associated with training, consumable supplies, risk management, information technology, and human resources.

Most notably the ability to flex up and down the level of staffing in response to fluctuations in the census would be significantly impaired. This ability is critical since the census can vary dramatically from 430 to 820 pets in care on any given day. Additionally, the separation of the husbandry and sheltering functions has supported our disease control efforts and has been a key contributor to our live outcomes.

The Board's action to approve this Master Agreement last week will have a beneficial impact on the pets and people of Pima County.

JKL/dym

Attachment


c: Carmine DeBonis, Jr., Deputy County Administrator
Francisco García, MD, MPH, Deputy County Administrator and Chief Medical Officer
Steve Holmes, Deputy County Administrator
Monica Dangler, Director, Pima Animal Care Center

SEP 28 2022 04:04 PM CLK:DFD

MEMORANDUM

Date: September 27, 2022

To: Jan Leshar
County Administrator

From: Monica Dangler 
Director of Animal Services

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

During the September 20 Board of Supervisors meeting, the Board approved a proposed Master Agreement (MA-PO-23-52) with Central Pet Partners, L.L.C. The total base cost of this agreement is \$927,684 per year to cover daily services plus additional \$101,280 contingency costs. At this meeting, Supervisor Grijalva expressed concern about the total value of the proposed Master Agreement and whether these functions should be performed in house.

In the document that follows, we review the activities of PACC and the services covered by the master agreement. We also reaffirm our recommendation for approval to outsource this important function to a qualified contractor for the full 12-month period.

Background

PACC takes in approximately 19,000 live animals each year and houses between 430 and 820 pets at any time. These pets receive care seven days a week, 365 days a year, by a team of 154 staff members and approximately 1,100 volunteers.

The 121 full-time and 33 temporary part-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 and fostered 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 for unowned pets
- Return of lost pets to their owners

Volunteers contribute an average of 90,000 hours of service annually, and their tireless efforts are a key component of PACC's life-saving success. Volunteer support many operational areas, including adoptions, pet exercise and enrichment, assisting adoption, foster, and rescue 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, volunteer walk shelter dogs and provide cat enrichment but no the actual kennel cleaning ad 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 PACC facility consists of 450 permanent kennels for dogs and cats to supplement there are additional cages and temporary housing units. Many kennels co-house animals.

Contracted Animal Care and Custodial Functions

Currently, professional Central Pet Partners staff provide on-site custodial and support services from 7a.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 where there 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 a day)
- Folding and storing clean blankets, towels and linens
- Properly disposing of unserviceable or badly soiled blankets, tools, 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 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 and health concerns to medical staff
- Safely removing and returning animals from kennels and cages for cleaning

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 analysis is based on a similarly sized shelter providing a similar spectrum of services (Austin Animal Center). This scenario requires PACC to increase its workforce by 28 additional full-time personnel to assume all custodial, laundry and related functions.

Annual personnel costs are estimated to be a minimum of \$1,383,014. Importantly, such estimates do not take into account additional costs associated with a significant increase in the workforce, such as informational technology, risk management, human resources, etc. Based on the data the fiscal impact of moving to an in-house animal care-taking model would be at **least** \$354,051 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 the facility.

Recommendation

PACC is a large complex operation serving Pima County pets and people. The Central Pets 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 and support as we deliver the critical, lifesaving, comprehensive animal welfare services.

Staff recommends approval of Master Agreement No. MA-PO-23-52 with Central Pets Partners, L.L.C. for the provision of custodial and pet care services.