

**DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION**

Rev 1

<input type="checkbox"/> <u>New contract</u>	<input type="checkbox"/> <u>OTR</u>	<input type="checkbox"/> <u>CO</u>	<input type="checkbox"/> <u>SS</u>	<input checked="" type="checkbox"/> <u>BW</u>	<input type="checkbox"/> <u>Emergency</u>	Previous Contract/Project No. N/A
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<input type="checkbox"/> <u>Re-Bid</u>	<input type="checkbox"/> <u>Other</u>
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LIVING WAGE APPLIES YES NO

Requisition No: ROAD1400004

TERM OF CONTRACT: 3-years with (1) 36-month option-to-renew

Project Title: Operation of the County's South Dade Animal Clinic, High Volume Spay/Neuter Services

Description: The County intends to utilize its South Dade Animal Clinic, located at 10700 SW 211th Street, Cutler Bay, Florida, as a successfully operating high volume spay/neuter facility. The County's vision is to offer low-cost and high volume spay and neuter services for owned dogs and cats, free roaming cats, as well as, ASD's rescued animals, to further increase the department's surgical capacity in support of the County's "No Kill" resolution. It is the County's goal to achieve a minimum of 19,500 surgeries per year through the operations of this facility.

User Department: Animal Services Department

Issuing Department: Internal Services Department - PMSD

Contact Person: Maria Carballeira

Phone: 305-375-4260

Funding Source: General Operating Funds

Estimated Cost: \$3,600,000 for initial 3-year term

REVENUE GENERATING: N/A

ANALYSIS

Commodity/Service No: <u>96206 & 96186</u>		SIC:	
<p>96206 – Animal Care, Animal Shelter Service, Etc.</p> <p>96186 - Veterinary Services</p>			
Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here <input type="checkbox"/> if this is a New Contract/Purchase with no Previous History			
	<u>EXISTING</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>
Contractor:	NA		
Small Business Enterprise:			
Contract Value:			
Comments:			
Continued on another page (s): <input type="checkbox"/> Yes <input type="checkbox"/> No			

RECOMMENDATIONS

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

Basis of Recommendation:

RECEIVED
DEPT. BUSINESS DEV.
2014 FEB 13 PM 4:21
Signature: Maria Carballeira

Date to SBD: February 13, 2014

Date Returned to DPM: _____

Appendix A

Scope of Services

Operations of the County's South Dade Animal Clinic (High Volume Spay & Neuter Services)

1. Introduction/Background:

Miami-Dade County, herein referred to as the "County", as represented by the Miami-Dade Animal Services Department (ASD), is contracting for the provision and administration of high volume sterilization services to be rendered at the County's South Dade Animal Clinic ("Clinic") located at 10700 SW 211th Street, Cutler Bay, Florida. The County's focus is to offer low-cost and high volume spay/neuter services for privately owned dogs and cats, free roaming cats, as well as, ASD's rescued animals, to further increase the department's surgical capacity in support of the County's "No Kill" resolution.

Over the past two years, ASD has implemented numerous new programs and renovated key policies in its pursuit of attaining a 90% save rate for both dogs and cats within Miami-Dade County. A significant component of this initiative is supported by the expansion of spay and neutering services available to the public and through the proliferation of the Trap, Neuter, Giveback and Release (TNG/R) Program.

The Contractor shall be prepared to give the County's initiatives top priority and appoint a lead clinic manager and a multidisciplinary supporting team responsible for the strategic day-to-day operations and oversight of the County's South Dade Animal Clinic. This includes serving as advisors to the County from varied perspectives including, developing criteria for measurable goals and tracking performance outcomes to evaluate effectiveness of services, while comprehensively considering and understanding the County's goals and objectives.

2. Qualifications

A. Minimum Qualifications

1. Contractor shall be licensed by the U.S. Drug Enforcement Administration, Office of Diversion Control, as a controlled substances veterinary provider.
2. Contractor veterinarians performing medical services to include sterilization, vaccinations and related procedures shall be licensed by the State of Florida, Department of Business and Professional Regulation, Board of Veterinary Medicine.

Contractor shall maintain these qualifications during the term of the agreement, including renewals and extensions, thereof.

B. Preferred Qualification

The Contractor should possess a minimum of five years of experience providing high volume sterilizations programs services for public sheltering and animal welfare.

3. Services to be Provided

The Contractor's responsibilities shall include the following services:

A. Administration

1. Administer the South Dade Animal Clinic to serve as a low cost, high volume sterilization facility in support of the County's Resolution No. R-583-12. Clinic shall be operational for seven days (7) days a week and conduct a minimum

of 540 surgeries per day to work towards achieving the County's 19,500 annual surgical goal. The days and hours wherein Services shall be provided may be adjusted by the County in consultation, with Contractor.

2. Direct the recruitment, training, scheduling and supervision of all staff engaged in the operations of the high volume sterilization functions, and related medical procedures within the Clinic.
3. Utilities to the Clinic, including, but not limited to the following, is the sole responsibility of the Contractor:
 - a. Electrical
 - b. Water facilities
 - c. Sewage collection
 - d. Waste collection
 - e. Interior/Exterior Building Maintenance (air conditioning, pest control, etc.)
 - f. Janitorial Services

Contractor shall engage a licensed and insured contractor to perform routine maintenance and necessary repairs to Clinic. Contractor shall abide by the County's Integrated Pest Management Guidelines as provided for by the County.

4. The purchase and cost of consumable (syringes, bandages, etc.) materials necessary to operate the Clinic shall be borne by the Contractor.
5. Verify eligibility for Services by confirming pet owners' low income status designation (i.e., Food Stamps, Medicaid, Women, Infants and Children (WIC) Food and Nutrition Services, Supplemental Security Income (SSI), etc.). Contractor shall retain copies of proof of low income status and supporting documentation provided for each pet owner authorized to receive Services. Contractor shall be responsible for authenticating that pet owner is a resident of Miami-Dade County, FL.
6. Issue certificates of authorization to pet owners deemed qualified to proceed with pet sterilized.
7. Ascertain that all privately owned pets receiving sterilization services will also be licensed and/or registered for rabies protection, if at the time of surgery, the pet owner has not complied with the County requirement. The costs for such licensing and/or registration shall be borne by the pet owner and shall not be the responsibility of the County.
8. Provide transportation of dogs and/or cats to and from Clinic, to designated site(s) agreed to by the County and Contractor for the purpose of facilitating spay/neutering services to pet owners, community cat caregivers, rescue groups and shelters, etc. The animals must be transported in air-conditioned vehicle, within crates or kennels, sufficient in size to allow for normal postural adjustments. The Contractor is wholly responsible for maintaining the operational capacity and insuring the transport vehicles utilized in these Services.
9. Implement a Quality Control/Assurance Program that provides for continual monitoring of the services provided to the County and incorporate a self-inspection system. The Quality Control/Assurance Program shall also include methods for monitoring, identifying, and correcting deficiencies in the quality of service provided to the County and reporting the results of the Program to the County's Project Manager annually, or upon request by the County.
10. Provide technical assistance in support of the Services listed herein, to include consultation with the County's Project Manager, as deemed necessary by the County. The Contractor shall be available for telephone consultations, meetings, etc. between the hours of 8:00 a.m. – 5:00 p.m., Monday through Friday. The County reserves the right to contact the Contractor during evening hours (after 5:00 p.m.) and/or weekends.
11. Create and distribute outreach materials that advocate for animal lifesaving programs, the Clinic's services and resulting community benefits. The Contractor shall be solely responsible for the production and graphic design necessary in the assembly of all marketing materials (e.g., flyers, newsletters, brochures, special event banners, etc.) that are essential in promotional campaigns. All promotional materials, websites, advertisements, etc. shall clearly indicate that Contractor is funded by Miami-Dade County in support of achieving a "No Kill" initiative through spay and

neutering services. -The County's Project Manager shall provide approval prior to the dissemination of information and materials. Contractor should prepare sufficient materials for dissemination at ASD's Headquarters.

12. Market, coordinate, and participate in various adoption and animal wellness related special events and community activities that the County may choose to participate in to raise lifesaving program awareness.
13. Develop innovative ideas (e.g., streaming benefits of spay/neutering animals via the County's website portal and onsite at Clinic, if capability exists, offering mini "how to" workshops on a rotating basis at the Clinic and possibility at ASD's headquarters, etc.) that will engage citizens at remote locations to participate in some form in the County's lifesaving initiatives.
14. Partner with the County to design, create and update ASD's web presence (Website) and social networking initiatives hosted on the County's intranet currently located at <http://www.miamidade.gov/animals>. The Contractor shall also provide the County with animal welfare-related appropriate content for inclusion in either the Clinic's website or any other website.
15. Create and distribute surveys to Clinic users seeking feedback, suggestions and recommendations from service recipients. Feedback shall be compiled and analyzed by the Contractor for presentation to the County's Project Manager. Analysis will be used for the purpose of planning strategic implementation initiatives that promote, market, and ultimately attract more participants.

B. Reporting Obligations

1. Statistical Reports

Provide the County with quarterly, semi-annual, annual and ad-hoc reports addressing outcomes of the high volume sterilization services. Reports shall include, as deemed necessary, at the sole discretion of the County, the following:

- a. Surgeries Performed on Dogs and Cats, to include specific information on the number of complications encountered (e.g., In-Heat Pregnant, Pyometra, Hernia repair and Cryptorchid) and Identification of Any Resulting Deaths;
- b. Low Income Pet Owners Qualified for Sterilization Services;
- c. Listing of Participating Veterinarians and Number of Surgeries Completed; and
- d. Baseline Spay/Neuter Statistical Requirements for Miami-Dade County.
- e. Community Feedback and Satisfaction.

2. Purchases/Inventory Reports

All capital purchases deemed necessary by the Contractor as an integral part of the start-up costs (i.e., vehicles, surgical equipment, etc.) shall be resumed by the County at the time of contract expiration or termination. All purchased capital equipment must be sustained in accordance with manufacturer's recommended maintenance schedule. Such maintenance records shall be available for review/audit by the County at any reasonable time. The County may request reporting information on capital purchases. Existing obsolete or broken equipment that must be replaced, if pre-approved by the County, may be deemed a reimbursable expenditure to the Contractor.

C. Invoicing

The Contractor shall invoice the County for Services, on a monthly basis, on or before the tenth (10th) day of each month following the month in which the service was rendered. Payment requests shall be accompanied by a surgical package, including backup documentation (surgery/rabies vaccine/license record, etc.), as applicable, to support reimbursement, as requested by the County. It is anticipated that the County will pay the Contractor based on the timeframe agreed upon in the Agreement.

D. Fiduciary Protection

In addition to the other insurance requirements stated in the contract (refer to Agreement, Article 10 "Indemnification and Insurance" attached hereto), the Contractor shall provide indemnification and liability protection for the clinical and non-clinical administration components of the Services. The Contractor shall indemnify and hold the County harmless from any clinical, professional, or administrative decisions made by the Contractor rendering such services.

E. Additional Services

At the County's sole discretion, the Contractor may be required to provide additional services which are related to, but not specifically included in the provision the above services. The scope for such services shall be negotiated on a case by case basis for the purpose of determining how existing resources may be utilized.

4. County Responsibilities

The County will:

1. Purchase all professional medical equipment necessary to operate the Clinic, after consultations with the Contractor, if necessary, at the County's sole discretion. The County may consider alternative acquisition options. The County may also fund capital improvements projects necessary to update and/or repair the existing facility, as agreed to between the Contractor and the County, at the County's sole discretion. Each fiscal year, the County's Project Manager and the selected Proposer shall prepare a mutually agreed upon budget for the purpose of effectuating purchases and capital improvement projects deemed necessary, at the County's sole discretion, for the operations of the Clinic.
2. Provide basic structural facilities maintenance services to the Clinic to include common areas, lobbies, restrooms, and building systems serving the Clinic (except to the extent that the need for repair is caused by the act or omission of the Contractor or its employees).



INTERNAL SERVICES DEPARTMENT
PROCUREMENT MANAGEMENT SERVICES

Justification/Input Document for Non-Competitive Acquisition

It is the policy of Miami-Dade County to consistently purchase goods and services using full and open competition. The citizens of Miami-Dade County are best served when we make sound business decisions based on competitive bids or proposals. Early acquisition planning that includes consultation with Internal Service Department's procurement staff can help avoid delays and facilitates effective market research. However, there may be instances when other than full and open competition may be justified. When a user department(s) determines that other than full and open competition is necessary or in the best interest of the County, appropriate justification for that course of action must be submitted to ISD for approval and execution in order to waive the competitive bid/proposal process.

Please provide the information requested below to support the need and feasibility for waiving the competitive bid/proposal process:

Department:	Miami-Dade County Animal Services Department		
Contact Person:	Virginia Diaz	Phone Number:	305-418-7151
Requisition No.:	RQAD1400004	Estimated Value:	\$1.2M
Proposed Vendor:	Target Zero dba South Florida No More Homeless Pets and First Coast No More Homeless Pets		
Previous Contract Number:	N/A	Previous Contract Value:	N/A

Purpose of the Purchase

Please describe your minimum requirements and the benefits of making the acquisition.

On July 3, 2012, the Board of County Commissioners (BCC) adopted Resolution No. R-583-12 directing the Mayor to develop a program with the goal of Miami-Dade County's Animal Services Department becoming a "No Kill" shelter. The Animal Services Department prepared a financially feasible strategic plan to implement lifesaving programs and services, thereby committing to achieve a 90% or better save rate for animals entering the County's shelter. The success of the "No Kill" strategy is dependent upon a multi-faceted program which requires a reduction in shelter intake, open adoption policies, foster and rescue programs, transport, and pet retention programs. At the forefront of the "No Kill" strategy is the critical unmet needs for free/low cost sterilization services necessary for owned dogs and cats, as well as free roaming cats. The County must immediately achieve a reduction in the existing animal population through the requires these services achieve decreases in shelter intake and pet homelessness. The unmet annual need for sterilization is currently estimated to be 19,500 surgeries annually.

To ensure the County's success in achieving a its "No Kill" goals to save as many animals as is possible, the unique requirements of the proposed vendor must include:

- Proven capability to provide sustainable high quality, high volume spay/neuter services;
- Extensive experience in marketing, community outreach, implementation of social media plan initiatives and a strong proven capacity as to addressing volume network of collaborative local and national partnerships; and existing comprehensive transportation fleet and knowledge of building and maintaining a transportation network within the entire Miami-Dade County community.



**INTERNAL SERVICES DEPARTMENT
PROCUREMENT MANAGEMENT SERVICES**

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Best Interest of the County / Uniqueness of Product

Please provide a detailed description as to why a waiver of formal bidding is in the County's best interest (e.g., product standardization, compatibility, proprietary access or distributorship, how vendor is uniquely qualified to provide the needed product or service, etc.). Please note that a lack of advance planning is not an acceptable justification for a non-competitive acquisition.

A waiver of formal competition is recommended due to the unique qualifications of the proposed vendor which firmly establish a documented and proven capacity to operate all aspects of a high quality, high volume spay/neuter clinic. The proposed vendor has provided an average of 24,828 sterilization surgeries annually for the past three years. The closest vendor has achieved less than half the number of surgeries during the same term. No other Respondent to the County's Request for Information (RFI) 51 and 51a demonstrated the capacity or experience required to perform at a similar level. Additionally, the proposed vendor is the sole submitter operating a fleet of transport vehicles providing shuttle service to and from existing sterilization clinics. The extensive experience acquired from operating and maintaining a clinic transportation system will be critical to ensuring the entire Miami-Dade County community has access to spay/neuter services. The proposed vendor also has a proven marketing plan which has successfully been implemented in communities across Florida, particularly within the City of Jacksonville, Clay, Duval, Nassau & St. Johns Counties. Radio, social media, door hangers, brochures and other collateral with proven messaging are currently and successfully utilized by the proposed vendor. Moreover, all media currently in use will require minimal editing for use locally. Additionally, the proposed vendor possesses expertise as a nationally recognized spay/neuter authority and has successfully implemented their model in communities across the country. In support of the firm's proven track record, the proposed vendor maintains numerous affiliations with nationally recognized animal welfare and charitable organizations which will serve to further support and advance the County's "No Kill" mission.

Market Research

Please describe your market research and the results thereof. This should include a description of other, similar sources or products available in the market if any and why they are not acceptable.

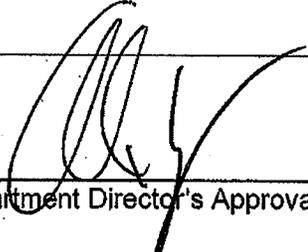
ASD's market research was limited due to the unique specifications of a high volume, high quality spay/neuter clinic. Spay/neuter is a common service provided through private veterinarians or humane organizations, however neither possess the expertise or ability to perform in excess of 12,000 surgeries annually. The current demand for sterilization surgery requires a minimum of 19,500 surgeries annually which can only be accomplished through an experienced high volume provider. Notwithstanding, ASD worked closely with the Internal Services Department's Procurement Management Services Division in preparing and releasing

a Request for Information document titled RFI51 and 51a. Information and feedback was actively sought from animal welfare experts and doctors of veterinary medicine on how the County could potentially pursue utilizing its South Dade Animal Clinic as a successfully operating high volume spay/neuter clinic with a goal of achieving a minimum of 19,500 surgeries per year. The RFI constituted, and was primarily utilized to gather information from the industry to assist ASD in making a decision on what steps to take next. RFI are a comprehensive approach to market research, as listed in the Miami-Dade County Procurement Guidelines.

Proposed Actions

Please describe the actions the department will take to overcome the present barriers to competition prior to any future acquisitions of this product or service.

The specialized nature, training and demands required of high quality, low cost, high volume sterilization clinics present a significant barrier to competition. Formal training in techniques and best practices from nationally recognized experts may allow for the future opportunity to ensure a pool of qualified prospective providers exists.



Department Director's Approval

2/12/14

Date Approved

Walters, Vivian (ISD)

From: Carballeira, Maria D. (ISD)
Sent: Thursday, February 13, 2014 1:57 PM
To: Walters, Vivian (ISD)
Subject: Measures Determination - Req. No. RQAD1400004 (Operations of the County's South Dade Animal Clinic, Spay/Neuter Services)
Attachments: Scope of Services - Appendix A Final Draft 2.13.14.docx; Executed Justification Form.pdf; Input Doc-Project Measure Worksheet.pdf

Good Afternoon Vivian:

I hope this email finds you well. Attached for your review and determination on the appropriate measures to be applied, please find the Scope of Services for a recommended non-competitive bid-waiver project. A copy of the Input Doc/Project Measures Worksheet and the department's Justification Form is also included.

The approximate cost for the initial three (3) year term is \$3.6M, which will be **funded by general operating funds**. Contract terms also include 1, 36-month OTR, which will bring the cumulative value of the project to \$7.2M.

In my humble opinion, **no measures** should be applied, as this project is bid waiver because services necessary are so specialized that only the recommended firm can address the burdened needs of the Animal Services Department and the County's "No Kill" resolution. However, please advise if you determine otherwise.

The subject bid waiver contract recommendation is slated to go before the corresponding Committee in March. Therefore, please consider this request an **"Expedited Emergency Request"**!

As always, thank you for your guidance and support.

Please call if any questions or concerns.

Kind Regards,

María Carballeira, CPPB
Procurement Contracting Officer
Internal Services Department – Procurement Management Division
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"Delivering Excellence Every Day"

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