



City of Los Angeles  
Department of Animal Services

REQUEST FOR PROPOSALS

For the Operation of a  
**Mobile Spay/Neuter Clinic**  
in the City of Los Angeles

RFP Release Date:  
December 8, 2008

Deadline to Submit Proposals:  
January 27, 2009, no later than 3:00 PM Pacific Time

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

RFP and Contract Administrator:  
Phone: (213) 482-6980  
Fax: (213) 482-9511  
[Anthony.A.Sanchez@lacity.org](mailto:Anthony.A.Sanchez@lacity.org)

## TABLE OF CONTENTS

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I. Introduction	3
II. About the Department of Animal Services	5
III. Department Events	6
IV. Personal Services Agreement	7
V. Requirements for Submitting a Proposal	7
VI. Contents of Submitted Proposals	9
VII. Additional Requirements of Selected Contractor	12
VIII. Review, Evaluation, and Award	12
IX. List of Attachments	14

## I. INTRODUCTION

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The City of Los Angeles (“City”), Department of Animal Services (“Department”), is releasing this Request for Proposals (“RFP”) to seek an operator of a mobile spay/neuter clinic which will provide free spay/neuter surgeries, partly subsidized by the City of Los Angeles, at locations throughout Los Angeles. High-volume spay/neuter surgeries are to be provided to dogs and cats belonging to low-income Los Angeles residents, that is, residents whose income is approximately \$30,000 per year or less.

Department-subsidized mobile spay/neuter clinics have operated in Los Angeles for several years under previous contracts, providing free spay/neuter services for low income, senior, and disabled Los Angeles residents. The Department reimburses the operator for each surgery at a pre-determined contract price. In Fiscal Year 2007-08, the contracted mobile clinic operator sterilized over six thousand dogs and cats in Los Angeles; the Department paid the operator \$80 for each dog sterilization, and \$60 for each cat sterilization.

The City’s goal is to make sure that spay/neuter services are accessible to residents in low-income communities, which are typically areas with relatively high numbers of intact animals and thus in most need of the mobile clinic’s services.

### **Personal Services Agreement**

The mobile clinic operator will operate the clinic under a Personal Services Agreement with the City of Los Angeles. As per the City Charter, such agreements are entered into through a competitive process. To be considered for award of an agreement, interested parties must respond to this RFP according to the instructions and guidelines stated herein. The proposer who demonstrates it is the most qualified to provide the required services, at the best overall value to the City, will be recommended for award.

The Board of Animal Services Commissioners awards contracts for the Department; subsequent to consideration and approval of award by the Board, the agreement will be subject to review by the City Attorney and the Mayor’s Office, and subject to approval by the City Council, prior to execution and start of services.

### **Minimum Requirements**

The operator must have at least five years of recent experience; or, must show evidence of the ability to hire a California-licensed veterinarian, with at least five years of recent experience, in high volume spay/neuter clinics and/or mobile clinics.

### **Term**

Unless terminated earlier pursuant to the agreement or pursuant to termination provisions within the attached exhibits incorporated herein, the term of the agreement will be for three (3) years, renewable at the City’s discretion for three additional one-year terms, for a maximum of six years.

### **Estimated Value of Agreement**

The Department is budgeted \$500,000 this Fiscal Year (July 2008 through June 2009) to subsidize this program, and it is expected that this amount will also be budgeted in subsequent Fiscal Years. Depending on the contractor’s proposed fees, this amount is estimated to pay for approximately five to six thousand sterilizations during each of the City’s Fiscal Years. **No guarantee is given or implied as to the total amount to be paid to the Contractor during the term of the agreement(s). Conversely, additional funding may be available to fund additionally surgeries.** The Department subsidy funds a portion of the total cost to operate the mobile clinic; it is the operator’s responsibility to identify other

sources of revenues or funding in order to recover the cost of operating the mobile clinic. For example, operators who offer additional services to the public may generate additional revenues; operators may also seek funding from private sources (donations, grants, etc.).

#### **Number of Surgeries from Prior Year**

In Fiscal Year 2007-08, the clinic which operated under a contract with the Department provided the following number of surgeries (paid though their contract):

Dog spays:	2,384
Dog neuters:	2,233
Cat spays:	1,060
Cat neuters:	940

#### **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.
- “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.
- “Mobile Clinic” means the mobile spay/neuter clinic to be operated by a Contractor awarded an agreement.
- “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

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### **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, where 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.

### **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. Seven new or expanded facilities now 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. 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](http://www.laanimalservices.com).

### III. DEPARTMENT EVENTS

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The Contractor may be asked to take part in the Department's various adoption events by locating the mobile clinic at the event to provide its free spay/neuter services. Following is a sampling of past pet-adoption events held by the Department:

#### Pet Adoptathon Weekend, July 19-20, 2008

In response to the recent sudden influx of animals entering our Care Centers due to the housing crisis, animals lost during the 4<sup>th</sup> of July weekend, and the normal increase in intakes during the summer, all Care Centers discounted adoptions over 60% during this weekend. As a result, 531 dogs, cats, and rabbits were adopted, compared to 193 total adoptions during the same weekend in 2007.

#### 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

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

#### V. REQUIREMENTS FOR SUBMITTING A PROPOSAL

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##### A. Deadline for Submission

To be considered, proposals must be received on or before **Tuesday, January 27, 2009, 3:00 p.m.** Pacific Time, at the address listed below.

##### B. Where to Submit your Proposal

Submit your proposal in a sealed envelope or box labeled "Proposal to Operate A Mobile Spay/Neuter Clinic." Indicate your name and address on the outside and deliver to:

City of 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 and five (5) photocopies and plainly identify the respective documents.

##### 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) may be 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 at [Anthony.A.Sanchez@lacity.org](mailto:Anthony.A.Sanchez@lacity.org) .

## VI. CONTENTS OF SUBMITTED PROPOSALS

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**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
- Description of your mobile clinic
- A business plan
- Financial planning
- Proposed fees
- Additional information, if any
- Completed administrative requirements forms.

**For each of the above sections, provide the following:**

### **A. Cover Letter**

Include a cover letter from, and signed by, your authorized representative 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. Include the name and title of this person, mailing address, telephone, fax, and email addresses.

### **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. (**Note:** You do not need to submit multiple copies of documentation to demonstrate financial capability. You must include this in your original submittal, but may omit in the copies of your proposal.)

### **C. Qualifications and Experience**

Contractor must have a veterinarian licensed by the California Board of Veterinary Examiners, and all other necessary staff such as veterinary technicians, etc., 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 your veterinarian's qualifications and credentials, as well as the qualifications and credentials of key staff
- 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 show evidence of the ability to hire a California-licensed veterinarian, with at least five years of recent experience, in high volume spay/neuter clinics and/or mobile clinics. Describe your experience in providing spay/neuter services:

- How many clinics have you operated? Mobile clinics or stationary? For how many years?
- 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. Description of Mobile Clinic**

Submit a description of your mobile clinic:

- Year and make of vehicle
- Maintenance history
- Amenities: number of cages, capacity, etc
- Fixtures and equipment

#### **E. Business Plan and Financial Planning**

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
- Facility maintenance plans and procedures
- Methods of accounting
- Advertising and community outreach plans
- Customer service:
  - Proposed hours and days of operation
  - Proposed operating locations
  - Added-value services

Indicate your financial planning:

- What is your annual operating budget?
  - What are your start-up costs?
  - What will your expenses be?
- Other than the Department subsidy, what are your sources of revenue?
  - Will you generate additional revenues through sales? If so, describe.
  - Will you rely on grants, donations, private funds, or other sources?
  - If so, describe your plans to secure this additional funding.
- Provide a projected financial statement, preferably in the form of a spreadsheet, for the operation of the clinic for at least the first 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. As a reminder, you should indicate those sections of your proposal which you consider proprietary or confidential (see the Disposition of Proposals referenced below).*

#### **F. Proposed Fees Worksheet**

The City shall pay Contractor for each free spay/neuter surgeries performed by the operator. The amount of the fees is a proposal item and must be one flat fee for dog spays, one flat fee for dog neuters, one flat fee for cat spays, and one flat fee for cat neuters. Costs for occasional large dogs, pregnant/in heat dogs, dogs with reproductive organ conditions, etc, must be factored into this flat fee.

Indicate your proposed fees in the Proposed Fees Worksheet (sample attached as Attachment B). The worksheet is available online at [www.laanimalservices.com/about\\_rfp.htm](http://www.laanimalservices.com/about_rfp.htm). Download the file, enter your fees, print the completed worksheet, and include the worksheet in your submitted proposal.

**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 and the Agreement. Any additional information may address:

- Your 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 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 section.

**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](http://www.laanimalservices.com), or by contacting the RFP administrator indicated on the cover of this RFP. You do not need to submit multiple copies of these forms; you must include them in your original submittal, but may omit them in the copies of your proposal.

Documents to be included with your proposal are:

- Signature Declaration and Affidavit
- Disposition of Proposals
- Non-Discrimination/ Affirmative Action Plan (pages A1 through A7)
- Good Faith Effort documentation
- 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

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After award of the Agreement, 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 License for the mobile clinic

## VIII. REVIEW, EVALUATION, AND AWARD

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### A. Minimum Requirements

#### 1. Review Of Proposals

Staff will review all proposals to determine if they meet the minimum requirements contained in this RFP. Proposer must have at least five years of recent experience; or, must show evidence of the ability to hire a California-licensed veterinarian, with at least five years of recent experience, in high volume spay/neuter clinics and/or mobile clinics. The Department reserves the right to request additional information to clarify a submitted proposal.

#### 2. 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 will be further evaluated as follows:

### B. Evaluation

An evaluation 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 panel may be comprised of Department staff and/or other appropriate experts.

Proposals will be rated according to the criteria and point scale below; a perfect score is 68.

<b>Criteria:</b>	No pass	Poor	Fair	Good	Excellent
<b>Experience, Qualifications: What have you accomplished or are currently doing?</b>					
Relevant experience of proposer as a group/company/firm	0	1	2	3	4
Relevant experience of the proposer's management and veterinary staff	0	1	2	3	4
Proven ability to provide similar services, demonstrated through previous experience, license history, and other facts; experience may be in providing services to the City of Los Angeles, other government agencies, and/or in the private sector	0	1	2	3	4
Meets or exceeds required qualifications	0	1	2	3	4
<b>Description of Mobile Clinic: What will you use to provide the services?</b>					
Condition of proposed vehicle	0	1	2	3	4
Plans for vehicle maintenance are comprehensive	0	1	2	3	4
Amenities, fixtures, and equipment are sufficient	0	1	2	3	4
<b>Business Plan and Financial Planning: How will you accomplish this?</b>					
Provides all information requested in the RFP	0	1	2	3	4
Thorough operating plan (plans for accounting, inventory, staffing, maintenance, etc)	0	1	2	3	4
Customer service: hours of operation, locations, added-value services, etc.	0	1	2	3	4
Balanced budget; expense & start-up costs match revenue projections	0	1	2	3	4
Plans to generate funding from other sources (donations, etc)	0	1	2	3	4
No major conditions or restrictions; little or no changes in the proposed Scope of Services	0	1	2	3	4
Advertising and community outreach plans	0	1	2	3	4
<b>Cost to City: Is it the best overall value to the City?</b>					
Proposed fees and overall dollar cost to the City	0	1	2	3	4
Fees are demonstrated to be feasible and appropriate	0	1	2	3	4
Fees allow for the most spay/neuter surgeries possible	0	1	2	3	4

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 to evaluate 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 panel'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**

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Attachment A: Personal Services Agreement, with the attached Standard Provisions for City Contracts (Revised 10/03).

Attachment B: Proposed Fees Worksheet

**Administrative Requirements and Forms**

These are contained in a separate, companion booklet available at [www.laanimalservices.com](http://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)
- Subcontractor Outreach Program and Good Faith Effort policy and guidelines
- 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