The City of Antioch, California is seeking the services of a qualified consultant to determine the feasibility of creating a Non-Profit organization, which will run the City of Antioch Animal Services and Shelter (Shelter).

The purpose of the study is threefold; first to assess the feasibility of creating a Non-Profit organization to operate the existing City of Antioch Animal Shelter; second to create a business and operations plan; and finally to assist the City of Antioch and the Animal Shelter in creating the legal framework for a non-profit organization. It is intended that this study be conducted by a firm or individuals who possess considerable knowledge of and exposure to the successful operations of an Animal Shelter and the legal framework and fine points of creating and operating a non-profit organization. Responses may be submitted jointly by more than one firm or individual, possessing the variety of expertise required for this project. Information from this study will assist the City Council in shaping a realistic vision for the future of the Animal Service and Shelter.

I. Background
The City of Antioch is located in east Contra Costa County and has a population of approximately 100,000.

Prior to 1978, the City of Antioch operated its own City Pound and Animal Shelter, but it was closed due to budgetary reasons. In 1978, the citizens of Antioch overwhelmingly approved Measure A. Essentially, Measure A asked the citizens of Antioch whether or not the City should re-establish, maintain and operate a city pound and animal shelter. Measure A also stipulated that funds would be appropriated by the City Council annually, and the City Pound and Animal Shelter would be self supporting to the extent that the fees for dog licenses, and charges for animal care, shall be paid or credited directly to its operating budget. The collected fees were not to be considered part of the General Fund of Antioch.

A majority of services provided by Animal Services pre and post 1978 have not changed with respect to the enforcement of state and local laws regarding the care, control and protection of animals, and the public safety of the Citizens of Antioch. Typical duties include, but are not limited to picking up and confining stray, sick, injured or vicious animals as well as collecting dead animals. The “City Pound and Animal Shelter” has evolved into the City of Antioch Animal Services; where pet reunifications, education and adoptions occur. Additionally, the Shelter offers volunteer and educational programs.

Since the passage of Measure A, the City of Antioch has almost tripled in size, and there have been many changes and technological advances. The City of Antioch Animal Services has kept pace with the changes by incorporating the use of contemporary
Animal Services has utilized contractual veterinary services, as well as an on staff registered veterinary technician. While services have kept pace with growth, the revenue to support services has not. The City’s General Fund supports Animal Control Services. This support ranges from $300,000 to $600,000 per year.

The City of Antioch operates a full service animal shelter, providing care for lost, homeless, and unwanted animals. Animal Services also participates in spay-neuter and adoption clinics. A significant component of the City of Antioch Animal Services involves working in collaborative partnerships with local animal welfare organizations such as Friends of Animal Services, Homeless Animals’ Lifeline Organization (H.A.L.O.), Homeless Animals Response Program (HARP) to increase the number of animals that are adopted into loving and caring homes. The City of Antioch is unique as most of the other cities in Contra Costa County contract with the County and pay to be part of County wide animal control services.

II. Scope of Services
Phase I of the study must investigate the feasibility of operating the Animal Shelter through a non-profit organization; examine existing revenue sources and potential for revenue growth; focus and purpose of organization along with supportive plan of expenditures; transition of existing employees to non-profit organization; and other elements that may be identified by consultant’s work. Phase II shall develop a business and operation plan based on decisions and recommendations in the prior phase: These may include a mission statement; goals for up to a five year period; an organizational structure; operational structure; a budget structure and other elements necessary for the successful operation of the Shelter; and recommendations for implementation of plan. Phase III will recommend the proper non-profit status for the new organization; layout the method of applying for this status and the structure and form for the Board of Directors of the new organization. At the conclusion of each phase of the project it is anticipated that major decisions will have to made that will impact the subsequent phases of the work. However, the study and report as it proceeds must include the elements below and comply with the schedule outlined in the Project Timeline section.

A. Study Elements
   1. Stakeholder Inputs: Input into the study from representatives of key stakeholders is desired. The proposal must describe the consultant’s approach to obtaining input from stakeholders, the scheduling of stakeholders input processes within the study timeline and explanation of how stakeholder input will be used to inform the study. Key stakeholders include:
      - City Council Members
      - City Manager
      - Police Department
      - Friends of Animal Services
      - Homeless Animals’ Lifeline Organization
      - Homeless Animals Response Group
2. Feasibility Analysis: This element of the study must examine the purpose and goal of the Animal Shelter and its potential of becoming self supporting beyond an annual base contribution from the City. This must include but is not limited to the following: What level of service will this shelter provide? Will it function as a Pound with animal control as its major focus? Will it function as a Shelter that has as its primary function seeing that animals are adopted? Will the service rise to the level of a Humane Society? What other operational goals may the Shelter consider? Will the success of the facility require regional participation and the likelihood of such participation? What revenue potential is there to fulfill these goals; fees, grants, donations, endowments, etc? How will the operational areas be structured; how does the structure lend itself to maximizing revenues and controlling expenditures? If a non-profit is created, how will current employees transition.

3. Development of Business and Operation Plan: This begins Phase II of the study. In this phase the study must determine the newly defined Shelter’s business prospective and use this information to develop an operational plan. This must include but is not limited to the following:
   - Development of a Mission Statement
   - Goals for start up and transition
   - Five year goals
   - Definition of the organizational structure and staffing levels
   - Use of existing facility
   - Guidelines to determine the effectiveness, efficiency and economy of the operations
   - Budget development for years 1 through 3
   - Other relevant data necessary for successful operation of the new Shelter
   - Develop safety and risk management goals
   - Justification and relevant supporting data/evidence for the recommendations

4. Strategy for Transition: This element of the study must lay out a strategy for implementation of the Business and Operation Plan. This must include the following for successful implementation:
   - Formal transition of employees into the newly created organization
   - Operational procedures
   - Staff structure
   - Financial procedures
   - Infrastructure
• Management goals
• Management structure
• Facility Improvements

5. Non-Profit Status and Structure: This begins Phase III of the study and must determine the Non-Profit status that will be required for the newly defined Shelter operations. Recommendations must include:
• Non-profit status that will provide this entity the most flexibility in applying for grants, endowments and other fund raising efforts
• Structure and composition of the Board of Directors
• Terms of office of the Board of Directors
• Pros and Cons of the City Council to retain authority over fees and charges
• Formal action required of the City Council to transition operational authority to the newly created entity

B. Deliverables
A detailed written report, which describes approaches used, analysis performed and presents key findings and recommendations. The report must include an executive summary and should be accompanied by appropriate supporting tables and exhibits. An original and five copies of the final report and electronic (CD) version must be provided.

III. Project Timeline
• Proposals due May 15, 2008
• Consultant Interviews May 26 & 27, 2008
• Contract Awarded June 10, 2008
• Study Begins June 11, 2008
• Consultant final report July 30, 2008
• Public Meeting Presentations September, 2008

IV. Project Management
The City Manager’s office will manage this project. Designees of the City Manager and the Police Department will provide input to the study including review of the consultant’s work products.

V. Proposal Content and submission
Proposals must contain the information listed below:
1. Transmittal Letter containing the signature of individual who is authorized to bind the consultant to the terms of the proposal, a statement that the proposal is valid for 90 days and a statement disclosing any past or ongoing potential conflicts of interest the consultant may have as a result of performing the requested work.
2. Consultant Profile:
   - The consultant(s) name, address, telephone numbers and e-mail address;
   - Resumes of individuals who will work on this engagement. Resumes must include information about the individual’s background, qualifications and experience conducting similar studies. Resumes must detail expertise and experience in all the areas listed in the Scope of Services; and
   - A list of similar studies performed by the consultant.

3. Project Approach describing how the consultant will conduct the study, highlighting approaches, techniques and/or methodologies to be used to address the items outlined in the Scope of Work Section and the content of the final written report. The project approach must include a work plan outlining major tasks to be performed and a project timeline identifying major milestones and deliverables.

4. Cost Proposal identifying each major task, the number of hours planned for each task, hourly rates/fees of individuals performing the work, costs associated with making presentations at up to two public meetings, and the estimated total maximum cost for the project. The cost proposal should also address the consultant(s) willingness to perform additional analytical work in the event additional project tasks are needed or should additional work be necessary after the project is completed, and the hourly rate(s) that would be charged for such work.

5. Four References for similar studies conducted within the last five years by the personnel proposed for this engagement. References should identify the client organization, nature and date of the study, and the name, title, telephone number and e-mail address of the contact person for each reference.

Please submit an original and five copies of the proposal. Proposals must be received by 3:00 p.m. on May 15, 2008 to the address listed below. Faxed copies of proposals will not be accepted.

City of Antioch
City Manager’s Office
P.O. Box 5007
Antioch, CA 94531
Attention: Arlene Mornick, Assistant City Manager

VI. Selection Process
The City and other key stakeholders will review all submitted proposals deemed to be responsive and will select bidders to interview. Interviews are tentatively scheduled for May 26 -27, 2008 in Antioch, Ca. The contract will be awarded based upon qualifications, content and quality of the response, proposed approach and work plan, the ability to provide services within the desired timeframe, cost references, and other factors. The City will negotiate a contract with the bidder who best meets these
conditions. If it is not possible to negotiate a satisfactory agreement with the first choice bidder, the City may negotiate with another interviewed bidder.

VII. **General Requirements & Information**
1. The selected consultant is required to provide a valid City of Antioch business license number prior to contract approval. Please contact the City’s Business License Representative to obtain an application.
2. Proposals and materials produced by the consultant in the course and scope of this engagement shall become the property of the City of Antioch once received by the City.
3. Changes to the selected consultant’s proposed project team shall not be allowed without prior written approval from the City.

VIII. **Standard City Consultant Contract**
A contract will be negotiated and executed with the selected consultant. The City’s standard consultant contract is provided as Attachment A for information. Please review this document and state in the proposal any changes or objections to the terms of the Agreement. All work performed and all charges billed by the selected consultant will be in accordance with the terms of the contract.

IX. **Conditions of this Request**
The City reserves the right to cancel or modify the selection process or reject any proposals that are deemed to be unresponsive. The City does not make any representation that an agreement will be awarded to any party making a submittal. The City is not liable for any costs incurred by bidders related to the preparation of their proposal or in any other aspect of their consideration for this engagement.

X. **Questions**
Please direct questions regarding the Request for Proposal to:

Arlene Mornick  
Assistant City Manager  
City of Antioch  
City Manager Office  
925-779-7011 (voice); 925-779-7003 (fax)  
amornick@ci.antioch.ca.us