

# **Final Report Presentation – Evaluation of Animal Services**

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**City of Greater Sudbury, Ontario**



**matrix**   
consulting group

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# Key Decisions to be Made:

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- ◆ Who provides services to the community:
  - ➔ A) Enforcement
  - ➔ B) Pound
- ◆ What service level is to be adopted by the City related to the animal care provided?
- ◆ Council will be provided with a decision based report in February.

# Service Delivery Evaluation:

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- ◆ The cost of providing Animal Services is comparable, and slightly less, than that of other jurisdictions.
  - ➔ Bringing all services in-house would increase costs anywhere between 1.25 to over 2 times existing costs, depending upon the infrastructure costs required for acquiring and managing a pound.
- ◆ Implementation of service enhancements, or a new service delivery structure, are likely to increase the cost of providing services.
- ◆ There is unrealized revenue potential from licencing that the City should pursue to offset the cost of providing animal control services.
  - ➔ Longer-term the City should adopt a cost recovery policy for animal services. Typically, this is well below 100% as few communities can achieve full cost recovery for this service.

# Service Delivery Evaluation:

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- ◆ The City should transition to providing Animal Services by-law enforcement in-house.
  - ➔ A majority of communities surveyed use by-law Officers for this purpose.
  - ➔ Blended By-Law / Animal Control Officers offer greater flexibility / service.
  - ➔ Three FTEs recommended to provide this service in-house (weekend and evening coverage)
- ◆ Given the infrastructure costs that would be incurred, the City should continue to contract out pound services, although alternatives should be considered:
  - ➔ Options should be allowed to bid on providing pound services for the entire City or smaller geographic areas (maximum of three recommended)
- ◆ Under this approach, the City should add a dedicated position to oversee Animal Services and develop new programs / services.
- ◆ Net total cost of implementation of this element is \$135,000 plus redeployed staff.

# Key Principles of Low Kill Approach

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The eleven core tenets of the Low Kill philosophy (90%+ adoption rate) are generally recognized as those below.

- ◆ Trap-Neuter-Release (TNR)
- ◆ High-Volume, Low-Cost Spay/Neuter Programs
- ◆ Rescue Group Partnerships
- ◆ Foster Care
- ◆ Comprehensive Adoption Programs
- ◆ Pet Retention
- ◆ Medical & Behavior Programs
- ◆ Public Relations / Community Development
- ◆ Volunteers
- ◆ Proactive Redemptions
- ◆ Compassionate / Accountable Management

# Service Enhancement Alternatives:

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- ◆ Trap-Neuter-Release (TNR)
  - ➔ The City should allocate \$15,000 to support a pilot TNR program.
- ◆ High-Volume, Low-Cost Spay/Neuter Programs
  - ➔ The City should allocate \$20,000 to support low cost spay/neuter program.
  - ➔ Participants should be selected based upon financial need.
- ◆ Rescue Group Partnerships
  - ➔ City should strengthen partnerships with rescue groups through a quarterly coordinating meeting of an Advisory Group.
- ◆ Foster Care
  - ➔ Collaborate with rescue groups to develop foster program.
- ◆ Comprehensive Adoption Programs
  - ➔ Maintain strong focus on adoption programs including special events.

# Service Enhancement Alternatives:

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## ◆ Pet Retention

- Encourage all vendors to develop staff training dealing with pet relinquishment including discussions with owner.
- Develop a resource handbook to assist owners with maintaining pets.

## ◆ Medical & Behavior Programs

- Full and timely assessments for medical and behavioral condition upon intake.
- The City should require all future vendors to develop and implement a behavior assessment program (with focus on long term sheltered animals and animals where behavior modification needed to increase adoptability).

## ◆ Public Relations / Community Development

- ◆ A strategic communications plan should be developed to increase transparency; enhance public awareness of programs, progress, and successes; and promote animals for adoption.

# Service Enhancement Alternatives:

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## ◆ Volunteers

- Volunteer program currently underutilized.
- In future years, the City should develop a coordinated volunteer program to support Animal Services.

## ◆ Proactive Redemptions

- Need to implement a field canvassing program by Animal Control Officers and volunteers to identify unlicensed pets.
- Animal Control Officers should spend time when picking up a stray animal canvassing the area to gain leads regarding animal ownership.

## ◆ Compassionate / Accountable Management

- The City should have a dedicated position to overseeing Animal Services operations and developing the relationships necessary to implement the service approach and programs adopted by the City Council.

## ◆ Total cost of implementation of this element is \$35,000 plus staff time.



# RFP Process Modifications:

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- ◆ Prior to reissuance, several RFP requirements should be considered for modification, including:
  - ➔ Review of general liability insurance levels.
  - ➔ Modification of experience requirement.
  
- ◆ The RFP Process should include the following actions to improve the number of potential bidders:
  - ➔ Conduct a pre-bidders meeting prior to issuance of RFP to enable interested parties to identify potential requirements or provisions that would inhibit their participation.
  - ➔ Conduct outreach to ensure wide-spread knowledge of the RFP process.
  - ➔ Target 5 year initial term with options for 3 year renewals.

# Financing:

## ◆ Overall Service Delivery Costs:

| Current Cost |           | Proposed Cost           |                       |
|--------------|-----------|-------------------------|-----------------------|
| AS Contract  | \$599,999 | Pound Contract          | \$200,000 - \$450,000 |
|              |           | Service Enhancement     | \$35,000              |
|              |           | 3 FTEs w/ veh/equip.    | \$285,000             |
| Total Cost   | \$599,000 | Total Cost              | \$520,000 - \$770,000 |
|              |           |                         |                       |
|              |           | Revenue Increase 1st Yr | \$150,000             |
| Net Cost     | \$599,000 | Net Cost                | \$370,000 - \$620,000 |

# Conclusion :

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- ◆ The City is unlikely to provide Animal Control Services at an annual cost below that which is currently expended.
  - ➔ Service enhancements can be implemented for moderate costs.
  - ➔ Longer-term, potential to offset larger percentage of cost with new revenues.
  - ➔ Improved by-law enforcement and animal services.
  - ➔ Stronger community partnerships.

# Recommendation:

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- ◆ Who provides services to the community:
  - ➔ A) Enforcement – **Provide Animal Control By-law Enforcement by City Employees.**
  - ➔ B) Pound – **Continue contracting for pound services but with options for smaller geographic service areas.**
- ◆ What service level is to be adopted by the City related to the animal care provided?
  - ➔ **Formally adopt a Low Kill Service philosophy with a 90%+ adoption rate based upon the 11 recommendations (5.1 through 5.10)**