
MEMORANDUM

DATE: September 9, 2005

TO: City Council Members

SUBJECT: Briefing from Salt Lake County Animal Control Services

REPORT BY: Jan Aramaki

CC: Cindy Gust-Jenson, Rocky Fluhart, Rick Graham, Steve Fawcett, Laurie Donnell, Lisa Romney, Larry Spendlove, Ken Miles, Shon Hardy, Diana Karrenberg, Annette Daley, Gwen Springmeyer, and Barry Esham

For the City Council's briefing, attached is a copy of Salt Lake City's contract with Salt Lake County Animal Control Services. Animal Control Services also provided a copy of their proposal that was submitted to the City during the RFP process since it provides a comprehensive overview of their services, staff, and department.



CONTRACT NO. 01-3-04-0241
Rev. May 26, 2004/qh

AGREEMENT
between
SALT LAKE CITY CORPORATION
and
SALT LAKE COUNTY

THIS AGREEMENT is made and entered into this _____ day of _____ 2004,
by and between SALT LAKE CITY CORPORATION, a Utah municipal corporation and
political subdivision of the State of Utah, hereinafter referred to as "CITY", and SALT LAKE
COUNTY, a political subdivision of the State of Utah, hereinafter referred to as "COUNTY".

WITNESSETH:

WHEREAS, the parties hereto have previously entered into an Interlocal Agreement for
animal control services, executed on or about March 10, 1998, which agreement, as amended, by
its terms, expires June 30, 2004; and

WHEREAS, it is the present intent of the parties to enter into a new Agreement for
animal control services for an additional period of time as provided herein; and

WHEREAS, the CITY and COUNTY are authorized to enter into cooperative agreements
as contemplated herein; and

WHEREAS, the CITY has enabling power and, prior to September, 1991, did operate an
Animal Control Division for the purpose of licensing, regulating and controlling the animal
population within the corporate limits of Salt Lake City; and

WHEREAS, the COUNTY has established a regular program of animal control
enforcement within the unincorporated areas of the COUNTY and can provide similar services
within the CITY; and

WHEREAS, the COUNTY is willing and able to render such services within the
corporate limits of Salt Lake City on the terms and pursuant to the conditions herein set forth.

NOW, THEREFORE, in consideration of the mutual covenants contained herein and
other good and valuable consideration the CITY and COUNTY agree as follows:

SECTION 1. EFFECTIVE DATE; TERM. The term of this Agreement shall commence on the 1st day of July, 2004 (Effective Date) , and shall continue thereafter through June 30, 2009, unless earlier terminated as provided for in Section 2 of this Agreement. CITY may extend this Agreement for five (5) additional 1-year time periods, renewable on an annual basis, under the same terms and conditions. Notice of time extensions shall be in writing served upon the other party by regular mail at least thirty (30) days prior to the expiration of the original term of this Agreement, or any current extension, in order for such extension to be effective.

SECTION 2. TERMINATION.

A. Either party hereto may terminate this Agreement without cause upon one hundred twenty (120) days written notice to the other party. Either party hereto may terminate this Agreement in the event the other party fails to fulfill, in a timely or satisfactory manner, any of the terms and conditions set forth in this Agreement and fails to cure any default upon thirty (30) days written notice of such default or breach.

B. **Non-Funding.** The Parties acknowledge that funds are not presently available for the performance of this Agreement beyond the end of each Party's fiscal year. Each party's obligation for performance of this Agreement is contingent upon funds being appropriated for payment due and providing services under this Agreement. If no funds or insufficient funds are appropriated and budgeted in any fiscal year, or if there is a reduction in appropriations due to insufficient revenue, resulting in insufficient funds for payments due or about to become due under this Agreement, then this Agreement shall create no obligation on the Party as to such fiscal year (or any succeeding fiscal year), but instead shall terminate and become null and void on the first day of the fiscal year for which funds were not budgeted and appropriated or in the event of reduction in appropriation, on the last day before the reduction becomes effective (except as to those portions of payments herein agreed upon for which funds are budgeted and

appropriated). Said termination shall not be considered as a breach or default under this Agreement and said termination shall be without penalty, additional payment, or other changes of any kind whatsoever to the Parties, and no right or action or damages or other relief shall accrue to the benefit of the other Party as to this Agreement, or any portion thereof, which may so terminate and become null and void.

SECTION 3. SERVICES.

A. **Service Standards.** The COUNTY agrees to provide animal control services and functions within the corporate limits of Salt Lake City. Said services shall be maintained in at least as high a level as provided in the unincorporated area of Salt Lake County and shall be provided at the minimum levels specified in Section 3.B., below. Until such time as the parties each adopt an acceptable uniform ordinance, the COUNTY shall enforce in Salt Lake City Title 8 and Chapter 5.37 of the Salt Lake City Ordinances dealing with animals and horse-drawn carriages and any successor section or amendment thereto. Service shall also include the enforcement of State statutes deemed applicable to the CITY by the COUNTY.

B. **Designation of Minimum Service Levels.** At a minimum, the COUNTY shall provide the following level of animal control services under this Agreement:

1. The COUNTY shall provide a fully equipped animal control unit which shall respond to requests 24 hours per day, seven days per week.
2. The COUNTY shall enforce all of the CITY'S ordinances pertaining to animal control including, but not limited to, (a) the issuance of citations and pursuing prosecution to at least as high a level as provided in the unincorporated areas of Salt Lake County, (b) licensing animals, (c) picking up stray and dead animals, and (d) assuming responsibility for the humane sheltering of all animals seized in the City.
3. The COUNTY shall assign the equivalent of at least seven (7) full-time employees to serve as animal control officers in regular duty assignments to specific Salt Lake City Council Districts or Salt Lake City Police Department (SLPD) quadrants and shall inform Salt Lake City Study Committee and SLPD of such assignments and shall provide the names and cellular

telephone numbers and/or radio frequencies of the assigned officers. Dispatch responsibility shall remain with the COUNTY.

4. The COUNTY shall make available animal control officers for SLPD, community council meetings, and community action team meetings as needed.

5. The COUNTY shall maintain daily activity log of all services provided within the CITY, which shall be available for review by representatives of the CITY at all reasonable times. COUNTY shall provide the CITY with statistical reports of City related service activities and financial reports on a quarterly basis. These reports shall include, as a minimum: number and type of calls; response times; number of animals handled (impounded, adopted, redeemed, vaccinated, sterilized, euthanized); licenses issued; revenue; expenses; and, customer service questionnaire responses.

6. The COUNTY shall develop and maintain performance standards, measures and objectives for animal service programs as agreed upon between the COUNTY and the CITY. The performance objectives and measures shall address the areas of finances, customer service and satisfaction, efficiency and effectiveness, and employee training and growth, and shall focus on outcomes. Customer service standards shall include: field response times of thirty (30) minutes for emergencies and one (1) hour for routine calls; and, five (5) minutes maximum on customer waiting time at the shelter facility and on telephone calls. Said performance measures and objectives shall be for management review purposes and service evaluation.

7. The COUNTY shall provide, at a minimum, the following:

- a. eight (8) hours of customer service training to dispatchers per year;
- b. twenty (20) hours of animal care/customer service training for shelter personnel per year;
- c. twenty (20) hours of customer service training for office assistants and receptionists per year;
- d. twenty (20) hours of education, volunteer and/or customer service training for education specialists and volunteer coordinators per year;

e. forty (40) hours of supervisory, Peace Officer Standards and Training (P.O.S.T.), animal control and/or customer service training for field officers and field supervisors per year.

f. related training not to exceed eight (8) hours per person per year, at the CITY'S option. This optional training shall be provided by the CITY.

8. The COUNTY shall schedule regular meetings with CITY to discuss CITY needs, service delivery, and any aspect of the program.

9. The COUNTY shall provide at least the following minimum shelter facilities for use by Salt Lake County and its contract cities and is allocated on an availability basis:

a. Minimum shelter capacity for dogs: seventy-five (75) impound/adoption kennels; five (5) isolation kennels; twenty-five (25) quarantine/security kennels; and, three (3) drop-off kennels.

b. Minimum shelter capacity required for cats: thirty (30) impound/adoption cages; ten (10) isolation cages; and, thirty (30) quarantine/security cages.

c. Minimum shelter capacity for large animals: fenced area large enough to accommodate up to five (5) large animals.

C. County to Supply Labor and Physical Assets. In providing the services required in this Agreement, the COUNTY shall furnish and supply all necessary labor, supervision, equipment, vehicles, supplies and buildings. If a new facility or expansion is required the CITY and the COUNTY shall discuss the possibility of sharing costs.

D. County Duty to Manage. Except as set forth in Section 3.B. above, regarding designation of minimum service levels, the method by which animal control services are provided and other matters incident to the performance of such services and the control of personnel so employed shall be determined by the COUNTY.

E. City Duty to Cooperate. To facilitate the performance of the services to be provided hereunder, the COUNTY shall have the full cooperation and assistance of the CITY, its officers, agents and employees.

SECTION 4. STATUS OF EMPLOYEES. All persons employed or utilized by the COUNTY to provide the aforesaid animal control services shall be COUNTY agents or employees. No persons employed hereunder shall hold themselves out as CITY officers, agents or employees.

SECTION 5. INDEMNIFICATION. Both parties are governmental entities under the "Utah Governmental Immunity Act," Title 63, Utah Code Annotated (1953, as amended) . Consistent with the terms of this Act, it is mutually agreed that each party is responsible and liable for its own wrongful or negligent acts which it commits or which are committed by its agents, officials, or employees. Neither party waives any defenses otherwise available under the Governmental Immunity Act.

SECTION 6. PAYMENT.

A. County Collect and Retain License Fees. The COUNTY shall assess, collect and keep all revenue it receives for license fees, assessments and other applicable charges for animal control functions and services performed for the CITY.

B. City Appropriations to County beginning July 1, 2004. CITY shall pay to the COUNTY a base, fixed amount for the first two (2) fiscal years of Eight Hundred Sixty Seven Thousand Dollars (\$867,000).

The above annual base amount includes all costs for services for each fiscal year including any future COUNTY employee cost of living wage increases, merit increases for standard performance, or general wage adjustments approved for COUNTY employees. However, if the CITY desires services beyond what is provided the rest of the County or which are specified in Section 3.B., Designation of Minimum Service Levels, or if the CITY experiences a population growth of five percent (5%) or more and the County cannot provide those services without incurring additional costs, the COUNTY may request an additional sum of money from the CITY, upon the parties agreeing to a contract amendment so that other COUNTY programs do not subsidize CITY services. Alternately, if the CITY desires service levels less than what is specified in Section 3B, the parties may reduce service levels and service fees upon mutual agreement and by written amendment.

C. OPTION RENEWAL PERIOD PRICE ADJUSTMENT. Except for adjustment to the price as provided for in Section 6B above, prices stated are firm for the initial 2-year term of this Agreement. County agrees to use its best efforts to adjust subsequent renewal periods to the lesser of three percent or the percentage increase, if any, in the latest published Consumer Price Index, All Urban Consumers, U.S. City Average published by the Bureau of Labor Statistics of the US Federal Government for the most recent twelve month period. If publication of said CPI index should cease, such percentage increase shall be determined by reference to a similar index, or as agreed upon the parties. In addition, City agrees to pay for all nondiscretionary costs beyond the percentage in the CPI index such as increases due to fuel costs, increased retirement contributions, increases for life, health and dental insurance, and increases in long term disability, unemployment compensation or workers compensation. City will not be obligated to pay for discretionary cost increases voluntarily adopted by the County. Any request for price adjustment shall be made prior to the beginning date of the contract renewal period.

D. County Billing and City Remittances. Upon performance of service satisfactory to the CITY, the CITY shall pay to the COUNTY the aforesaid dollar amounts per year, adjusted as provided in paragraph B above, in pro rata installments upon receipt of billings for each elapsed portion of each year, which billings shall not be more often than monthly.

E. Billings not to Exceed Budget. Notwithstanding anything in this Agreement to the contrary, the CITY shall have no obligation to pay to the COUNTY any sums exceeding the dollar amounts provided in this Agreement or any sum which has not been appropriated by the municipal council of the CITY.

F. No City Liability for County Services or Personnel Costs. The CITY shall not be called upon to assume any liability for the direct payment for salaries, wages or other compensation to any COUNTY personnel performing services hereunder. The CITY shall not be liable for compensation or owe any indemnity to any employee for injury, sickness, or other claim arising out of his/her employment with the COUNTY.

SECTION 7. NO RIGHT OF SET-OFF. The parties mutually agree that no sums due under the terms of this Agreement may be used for set-off against any other claim, debt or

obligation existing or claimed to exist between the parties, either which relates to any existing obligations or one which may be claimed to come into existence hereafter.

SECTION 8. REVENUE; DELEGATION TO COUNTY POWER TO COLLECT FEES; REFUND TO CITY OF PRO RATA SHARE AT TERMINATION. The COUNTY shall have all lawful powers of the CITY to enable efficient enforcement of fee collections. The COUNTY shall retain all fees and revenue derived from the enforcement of CITY ordinances pertaining to animal control services provided by the COUNTY under this Agreement. Provided, however, that as of the Effective Date of the within agreement, the COUNTY shall:

A. Provide the CITY a full accounting of all license revenues so collected in the corporate limits of the CITY; and

B. Within ninety (90) calendar days of said termination, remit the unearned remainder of the license revenues collected, during the CITY's fiscal year in which the agreement termination occurs. In no event shall the COUNTY be obligated to refund more money than it shall have collected in the year of termination.

SECTION 9. COUNTY RECORDS.

A. The COUNTY agrees to keep separate records of all license revenue collected from residents of the CITY and all fee revenue generated from residents of the CITY and all fee revenue generated from animals received from CITY residents or impounded within the corporate limits of Salt Lake City.

B. All records created or maintained by the COUNTY related to revenue, expenses, costs and related to providing animal control services within the corporate limits of Salt Lake City shall be maintained electronically or in writing. Said records shall be County records; however, the COUNTY agrees to keep such books and records in a form and manner consistent with law. Said books and records shall be open for examination and copying by the CITY at all reasonable times.

SECTION 10. STUDY COMMITTEE; COMPOSITION; FUNCTIONS. It is mutually agreed that the COUNTY will designate three persons [its Director of Animal Services and two (2) other individuals] and that the CITY will designate three individuals to meet regularly or as

needed but at least quarterly, during the term of the within agreement to monitor and review the level of service provided pursuant to this Agreement by the COUNTY within the corporate limits of the CITY. The committee shall also have the right to make recommendations for improving and better implementing the intent and objectives of this Agreement. If the position of the Director of Animal Services is vacated, a Study Committee member from the CITY, designated by the Mayor, shall be involved in the selection process to fill the position.

SECTION 11. NOTICES. All notices required under this Agreement shall be sent as follows:

To the CITY: Mayor of Salt Lake City
451 South State Street, Room 306
Salt Lake City, Utah 84111

To the COUNTY: Mayor of Salt Lake County
2001 South State Street, #N2100
Salt Lake City, Utah 84190

Each party may designate further or different addresses or individuals to which subsequent notices shall be sent.

SECTION 12. INTEGRATED AGREEMENT. The foregoing agreement is intended as a full and complete integrated written contract of the parties understanding and constitutes the total agreement between the parties for these purposes. No addition to, alteration of, or modification of, the written terms of this Agreement shall be valid, unless made in writing and formally approved and executed by the duly authorized agents of both parties and consistent with applicable Utah state law.

IN WITNESS WHEREOF, the CITY by motion and resolution duly adopted by the City Council has caused this Agreement to be signed by its Mayor and attested to by its City Recorder and approved, as required by law, by the City Attorney; and the COUNTY by motion and resolution adopted by the Salt Lake County Commission has caused this Agreement to be signed

by its Chair, attested to by its clerk and approved by the County Attorney, as required by law,
on the day and year first above written.

SALT LAKE CITY CORPORATION

By: _____
Mayor

Attest and Countersign:

CHIEF DEPUTY CITY RECORDER

Approved as to form and legality:

_____ Date _____
CITY ATTORNEY

PROPOSAL CONTENT & EVALUATION CRITERIA

ANIMAL CONTROL SERVICES

Instructions: When preparing proposals, reply to each of the following proposal content & evaluation criteria in the order listed. Please restate each numbered point listed below followed by your response in full, narrative sentences and provide any requested materials:

I. QUALIFICATIONS

- A. *A statement of the firm's experience and qualifications to meet the requirements of the City as outlined herein. Include a general overview and history of your company or organization, number of years in business, number of employees, corporate headquarters location, type of business, names of the firm's chief officers, and where you do business. * Please include the firm's experience and qualifications as it relates to being familiar with performing service under Title 8 of the Salt Lake City Code.*

Salt Lake County Animal Services has a proven team of animal control officers, shelter staff and other animal services professionals who have consistently concentrated on all aspects of animal services needs within Salt Lake City since October, 1991. We have 46.5 FTEs, with our shelter being located at 511 West 3900 South. Salt Lake County Animal Services is a division within the Department of Human Services within Salt Lake County which is under the direction of Mayor Nancy Workman. The main headquarters for Salt Lake County government are located at 2001 S. State Street in Salt Lake City.

Salt Lake County Animal Services field supervisors and field officers have years of experience working alongside the City Prosecutor's Office, Attorney's Office, Courts, and Community Affairs on the enforcement of all of the City's ordinances relating to animal control, including Title 8 of the Salt Lake City Code. Our field staff are routinely enforcing the City's ordinances relating to animal control through the issuance of citations and notice of violations, licensing animals, impounding stray animals, picking up dead animals, and completing commercial permit and carriage horse inspections. Records of the enforcement services our field officers provide within the City are maintained and provided to the City on a quarterly basis.

- B. *Identify proposed staff members who would be involved in providing the services requested herein and submit statements or resumes detailing their qualifications. Your proposal should include information on levels of training received by each staff member and detailed descriptions of their involvement with projects of similar or identical scopes.*

All members of the Animal Services team would either be involved directly or indirectly in providing animal control services to Salt Lake City. An organizational chart is included in Attachment A to clarify the structure of our agency. The training and job requirements for other staff members is outlined in Attachment B.

The Director of Salt Lake County Animal Services is a Peace Officer Standards and Training (P.O.S.T.) certified Law Enforcement Officer having 30 years experience with the Salt Lake County Sheriff's Office. His field staff is comprised of 15 Field Officers, 3 Field Supervisors and 1 Field Manager with an average of 12.6 years of experience and a total of 241 years of animal control experience. Ten

members of this field staff are P.O.S.T. certified, Special Function Officers. Our goal is to have all officers P.O.S.T. certified.

All Field Officers, Supervisors and the Field Manager are highly trained and complete a minimum of 40-hours per year in-service training. New Field Officers must complete a very detailed Field Officer training program (8 to 12-week period) and a 6-month probation period. All Field personnel are trained in defensive driving as well as in-house training on various subjects conducted at least monthly.

The Field Manager, Field Supervisors and many of the Field Officers are highly trained in Salt Lake City ordinances and procedures, Court procedures, City Prosecutors procedures, search warrants, etc. Field Supervisors have given training presentations to the Courts on notice of violation ordinances and procedures. Field Officers and Supervisors work very closely with the Prosecutor's Office on many detailed cases that include filing motions and orders, affidavits of intent, orders to show cause, and other Court actions. Listed below are the Field Officers and the training they have received.

J Moore has been employed by Salt Lake County Animal Services since 1975, originally in the shelter and then as an Animal Control Officer, lead officer, and manager of Field Operations. His training includes P.O.S.T., CPR, snake handling, tranquilizer guns, large animal handling, livestock, disaster preparedness, circus inspections, debt collections, chemical immobilization, urban wildlife, euthanasia, as well as management classes.

S Hardy (Field Supervisor) has been with Salt Lake County since 1991, having originally worked for Salt Lake City Animal Control between 1978 and 1991. Training includes euthanasia, chemical immobilization, OSHA, P.O.S.T., bite stick, circus inspections, SLCPD evidence collection, livestock training, UACOA conference, and completion of the Supervisory Certificate Program for both Salt Lake City and Salt Lake County.

C Klekas (Field Supervisor) has been with Salt Lake County since 1993. His training has included euthanasia, P.O.S.T., urban wildlife, NACA levels I and II, equine level I, chemical immobilization, UACOA conference, and livestock training.

T Wood (Field Supervisor) has been with Salt Lake County since 1988. His training has included West Nile virus, investigator academy, crime scene academy, vehicle searches, circus inspections, OSHA, reptile handling, urban wildlife, first aid, CPR, euthanasia, cruelty levels I and II, equine level I, DWR, chemical immobilization, UACOA conference and cruelty training, livestock training and P.O.S.T.. He is also completing a supervisory certificate through Salt Lake County.

B Beck has more than 13 years of service as an animal control officer, with Salt Lake County, West Valley City, and Sandy City. His training has included NACA academy, levels I and II, cruelty school, levels I and II, equine academy level I, chemical immobilization, euthanasia, livestock training and P.O.S.T.

D Belnap has been an animal control officer with Salt Lake County since 1998. He has attended NACA levels I and II, equine academy level I, euthanasia, and DWR training. He has also attended the Utah Animal Control Officers Association conference as well as their cruelty training.

J Butterfield has been an animal control officer with Salt Lake County for almost 14 years. His training includes NACA academy levels I and II, Cruelty training levels I, II and III, equine academy levels I and II, chemical immobilization, euthanasia, P.O.S.T. livestock training (instructor) and UACOA conference.

C Hecht has been with Salt Lake County for over 11 years, more than 7 of them as an animal control officer. Her training includes NACA level I, cruelty school levels I and II, equine academy level I, AHA horse training, chemical immobilization, euthanasia, P.O.S.T. livestock training and UACOA conference.

R Kelleher has been an animal control officer with Salt Lake County since 1978. His training has included cruelty school levels I and II, equine academy level I, chemical immobilization, euthanasia, DWR, P.O.S.T., livestock training, occult training, and UACOA conference.

J Lovato has been with Salt Lake County for over 2 years and has been an animal control officer for over a year and a half. He has attended NACA level II, cruelty school level I, and euthanasia.

B Mumford has been with Salt Lake County Animal Services since 1982. His training includes NACA levels I and II, cruelty levels I, II and III, equine academy level I, euthanasia, livestock training, and UACOA conference.

T Sas has been with Animal Services since 1992, and an animal control officer for the past 8 years. Her training includes NACA level I, cruelty level I, equine academy levels I and II, AHA horse training, euthanasia, livestock training (instructor) and UACOA conference.

D Snyder has been an animal control officer with the County for over 8 years. Her training includes NACA levels I and II, cruelty level I, equine academy level I, euthanasia, livestock training, UACOA conference and UACOA cruelty training.

S Steffee has been an animal control officer with Salt Lake County for over 4 years. Her training includes NACA level II, cruelty level I and euthanasia training.

D Summitt has been an animal control officer with the County since 1991, and was previously with SLC Animal Control for 3 years. Her training includes NACA level I, cruelty levels I and II, equine level I, euthanasia, livestock training, and P.O.S.T.

A Swales has been an animal control officer with the County since 1998. Her training includes NACA level II, cruelty level I, euthanasia and UACOA conference and cruelty training.

S Szemerey has been an animal control officer with Salt Lake County for over 9 years. His training includes NACA level I, cruelty levels I and II, equine level I, euthanasia, P.O.S.T., livestock training and UACOA conference.

D Probasco and R Lewis are newly hired Animal Control Officers. D. Probasco has degrees in both wildlife biology and law enforcement, and has experience with wildlife issues. R Lewis has worked for Animal Services as an Animal Care Specialist.

J Wright provides clerical support for the Field program. She has worked for Animal Services since 1994. Her training includes computer classes and proofreading.

- C. *Detail your firm's experience in providing the services requested herein for similar customers of similar size, with dates of performance and/or completion, customer name, contact person, and telephone number(s). By providing such references you agree that neither the City nor the clients referenced shall have any liability regarding the provision of such references or the City's use of such references in making selections under this request for proposal.*

Salt Lake County Animal Services is responsible for providing all animal control services to the unincorporated area of Salt Lake County, which includes approximately 230,000 residents, a portion of which is adjacent to Salt Lake City boundaries.

Since October, 1991, Salt Lake County Animal Services has a proven team of animal control officers, shelter staff and other animal services professionals who have consistently concentrated on all aspects of animal services needs to Salt Lake City. Our main contact for Salt Lake City has been Laurie Dillon.

We also currently contract with Taylorsville City to provide animal services to their community. The contact person for Taylorsville is John Inch Morgan who can be reached at (801) 963-5400.

- D. *Provide a statement of your firm's ability to provide a performance bond, if requested to do so by the City.*

Salt Lake County Animal Services is able to provide a performance bond, if so requested by Salt Lake City.

- E. *In addition to the information and qualifications specified above, identify any special knowledge or skills provided by your firm that may be related to or helpful to the services requested herein.*

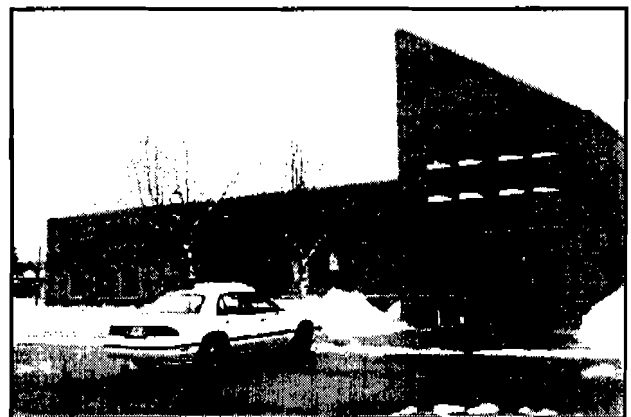
In addition to enforcing Title 8 of the City's ordinances relating to animal control, our staff has also been involved in the development, training and establishing procedures for the implementation of the ordinances with the City offices listed above. Salt Lake County Animal Services has worked extensively with Salt Lake City in the re-writing of the City's animal control ordinances, carriage horse ordinances, and notice of violation ordinances. Due to the drafting and detailed work with the ordinances, Salt Lake County Animal Services is very knowledgeable and experienced in the proper enforcement of the City's ordinances. We have an officer trained and certified as a crime scene investigator through P.O.S.T. for major investigations. This has resulted in successful prosecution of felony cases involving animals.

II. PROPOSED APPROACH TO PROJECT

- A. *A description of the proposed approach to the project as it relates to the project scope of services. This description should include the organization, operation, and physical facilities proposed to meet/exceed the minimum requirement outlined herein.*

Salt Lake County Animal Services is a government agency whose purpose is to provide consistent, reliable, and professional solutions for animal related problems, which encourage responsible attitudes and allow people and animals to co-exist in a safer environment. Our shelter is located at 511 West 3900 South and it can house over 200 animals at a time.

Salt Lake County Animal Services has over 30 years experience in providing animal control and shelter service. The staff is one of the most highly trained animal services staff in the State of



Salt Lake County Animal Shelter
511 West 3900 South

Utah. Management has the training and expertise to handle the extremely volatile situations that arise in communities with animal related problems. Area residents who have visited our facility have repeatedly taken the time to note on our customer comment cards the cleanliness of our facility.

- B. **Field Services.** *Provide a detailed description of proposed organization for field operations including: number and type of employees; minimum and continuing standards for training and experience requirements for each position type; uniforms; dispatch procedures and coordination with the Salt Lake City Police Department; dispatch system and equipment (cell phones/radios); number and type of vehicles to be used; equipment for handling animals; how services for large and/or unusual animals, livestock, and carriage horses will be addressed; and, any other pertinent field service information.*

NOTE: *The selected contractor shall be required to respond to emergency calls within thirty minutes, and routine calls within one-hour. Field service shall be provided 365 days of the year, 24-hours per day.*

Number and Type of Employees

Salt Lake County Animal Services has, and can continue to schedule, at least seven full-time animal control officers for regular duty assignments in Salt Lake City. Detailed hourly figures are available from shift assignments that show we supply at least 280 hours per week of animal control officer coverage in Salt Lake City. We also have additional officers who are on shift or who are available to be called into service for extra response to Salt Lake City as needed for emergencies. This type of service has been offered, and will continue to be offered to Salt Lake City.

Position	Minimum Job Requirements	Standards for Training
Field Operations Manager	See Appendix A	40 hours of supervisory related training per year.
Field Supervisor	See Appendix A	40 hours of supervisory or BPST training per year.
Animal Control Officers	See Appendix A	40 hours of animal control, customer service or BPST training per year.
Office Specialist (performing records management)	See Appendix A	20 hours of customer service training per year.

Training and Experience Requirements

Detailed field training program incorporating field operations and shelter operations averaging 11 weeks before officers are considered qualified to perform their duties on their own. This includes testing at the end of the training period. Officers are required to maintain 40 hours of job related training each year.

Uniforms

Officers receive a uniform allowance for a law enforcement style uniform including badge, patches and other appropriate insignia to insure they are easily identifiable to the public. These expectations are detailed in our policy and procedure manual.

Dispatch Procedures, System and Equipment

Salt Lake County Animal Services is dispatched by the Salt Lake County Sheriff's Office. Receiving and dispatching calls is provided 24-hours a day, seven days a week, including holidays. During the

fiscal year of 2002-2003, there were 9,628 calls for Salt Lake City taken by our dispatch services. Of those calls, 8,985 required a field officer response. The remaining calls were handled by phone, cancelled by the complainant, or referred to another agency.

Salt Lake County Animal Services also receives over 300 phone calls each day through its reception center. Many of the calls taken are for Salt Lake City and require information, shelter checks or are related to other administrative needs. We have, and can continue to handle, 10,000 or more incoming calls through the Sheriff's Dispatch Center and our in-house system per year for Salt Lake City.

Number and Type of Vehicles Used

Salt Lake County Animal Services has a fleet of 19 field trucks, two large livestock trailers, one specialized trailer and one van for shelter use. The field trucks are all 4-wheel drive, 2003 and 2004-year models. Salt Lake County has a vehicle replacement program and all vehicles are rotated every two years. This program also allows replacement or additional vehicles as necessary.



Equipment for Handling Animals

The field trucks all have a SHORLINE Animobile 99 animal transportation box to insure the comfort and security of the animals. These transportation boxes have a rear storage area and six lockable compartments. Each compartment for the animals has lights, fans, inner safety doors and coated grill floors. All trucks have emergency front and rear lights and overhead light bars for the appropriate safety of the public and the officers.

All trucks and officers are provided with specialized equipment for the capture, handling, and transportation of animals. All trucks have Motorola VRM 600 or 650 Modems with Panasonic CF-25 or CF-27 personal computers for mobile data dispatching. This equipment allows officers to view all current calls, verify the history of a call or animal, add remarks, write reports, etc. This equipment also allows field officers to run warrants, check driver's licenses and car registrations for additional information.

All trucks have Motorola MCS200/800 Mobile radios. These radios are compatible and programmed for communication with the Salt Lake County Sheriff's Office, the Salt Lake City Police Department, Salt Lake City Fire Department, and may be programmed as needed to allow communication with other local law enforcement agencies.

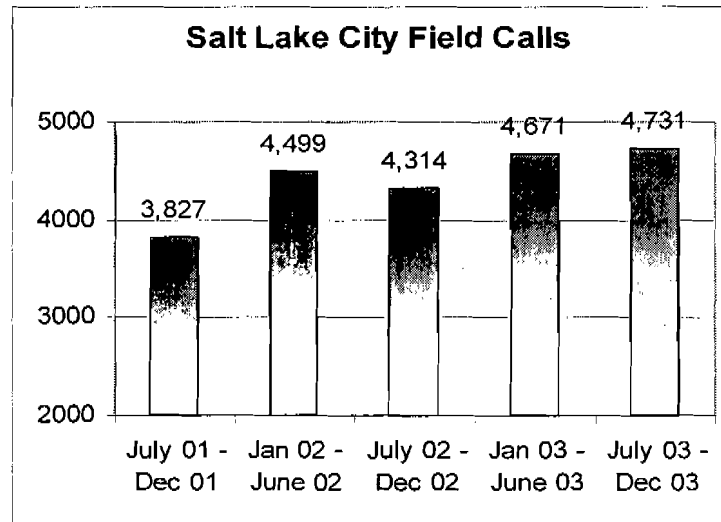
Services for large and/or unusual animals, livestock, and carriage horses

The two horse trailers are capable of hauling 8 livestock. In addition, there is a specialized heavy hauler trailer with a winch and a hydraulic bed system. This trailer is used for the removal of dead livestock on the roadways. The van is an all-wheel drive, 2003 model. The van is used for shelter needs and special or undercover field assignments. All equipment and officers are available 24-hours a day, seven-days a week.



Each field officer has a Motorola MTS 2000 FLASH port 800 hand held radio, Motorola Nextel phone with two-way communication, and pager. Officers who are not on duty are subject to be called into service if needed for any emergency. The availability of officers and equipment is a great asset when needed for major cases and livestock problems.

A hand-held scanner is also provided to each field officer. This allows officers to check for a microchip and any owner-related information on the animals they encounter in the field.



Response Time

Salt Lake County Animal Services tracks the response time for field service calls based on an established priority basis. Priority 1 calls are considered emergencies and are to be responded to within 30 minutes. Records for the fourth quarter of 2003 indicate that Priority 1 calls within Salt Lake City were responded to within the 30-minute standard, at an average of 23 minutes per call. Calls receiving a Priority 2 or Priority 3 status were responded to within the 1-hour standard, at an average of 51 minutes per call.

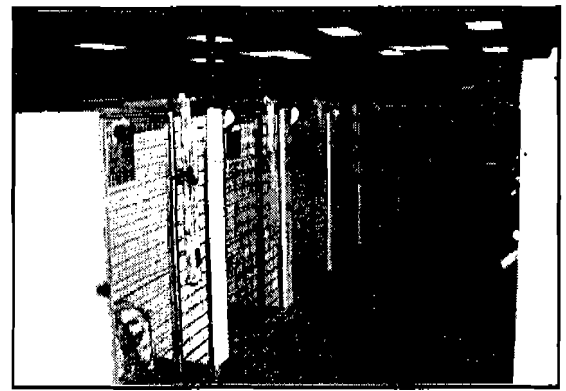
- C. **Shelter Facility Operations.** *Provide a detailed description of proposed shelter facilities. Give address of shelter and describe facility fully including how and where small and large animals will be sheltered. Include capacity for large and small animals, and method of disposal of animal waste and remains. Describe licensing, adoption, and billing procedures, including how customer waiting times (both in the lobby and on the phone) will be monitored. Identify the goal for maximum customer waiting time, and how it will be achieved. **During the evaluation of proposals, emphasis may be given for shelter facilities located within, or near, City limits.***

NOTE: Minimum shelter capacity for:

- 1) Dogs: 75 impound/adoption kennels, 5 isolation kennels, 25 quarantine/security kennels, 3 drop-off kennels
- 2) Cats: 30 impound/adoption cages; 10 isolation cages, and 30 quarantine/security cages
- 3) Large Animals: fenced area large enough to accommodate up to five large animals

Salt Lake County Animal Services shelter is centrally located at 511 West 3900 South and is easily accessible to Salt Lake City residents from I-15. The shelter is clean, modern and open to the public eight hours a day, six days a week during the hours of 9:30 am to 5:30 pm. We remain one of the only municipal shelters open on Saturdays with full customer services available. Telephones are answered between the hours of 8 a.m. and 5 p.m. Monday through Friday. On average, telephone calls are answered and routed within three minutes. We are continually evaluating our phone service and exploring ways to improve our efficiency.

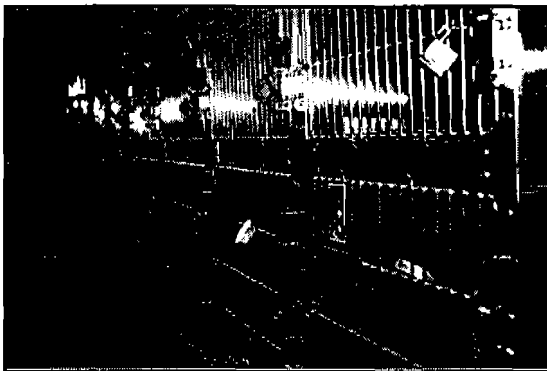
We offer quality shelter care for our animals 365-days a year. Veterinarians who are under contract provide emergency animal care. Many of these same veterinarians provide spay/neuter services for our adopted animals. Our shelter can house more than 200 animals at a time. During 2003 we housed 11,002 live animals and of those 4,156 were received from Salt Lake City.



Our dog kennels are extra large and can be divided to hold more dogs.

Salt Lake County Animal Shelter Kennels

Main Kennels	Quarantine/ Security	Drop-Off Kennels	Isolation (Sick or Injured)	Clinic (Under Veterinary Care)	Total
63 up to 126	19 up to 38	6	6	3	91 up to 173



The cattery and kitten areas are separated in order to prevent the transmission of disease among the cats and kittens. We provide sanitized dispensers for our customers to clean their hands to help control and prevent the spread of bacteria.

Salt Lake County Animal Shelter Cattery

Impound/ Adoption Cages	Quarantine/Security	Isolation (Sick or Injured)	Clinic (Under Veterinary Care)	Total
60 Cats	10 cats			109 cats
36 Kitten	12 additional cages in intake/ evaluation area if needed for cat quarantine	27	12	48 kittens

We handle and house exotic animals, and we have six locking drop boxes available to keep stray animals safe during the hours our shelter is closed. We have two horse trailers for transporting and housing livestock and our barn has a small pasture and nine inside/outside stalls for large animals. Our officers are specially trained and equipped to handle livestock. We also have an inside/outside aviary for birds.

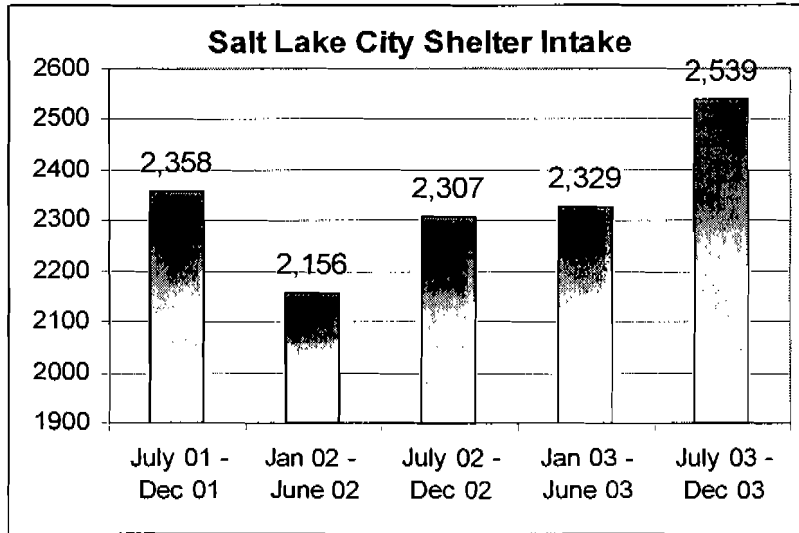
In the event euthanasia is necessary it is done by intravenous injection that is endorsed by the American Humane Association and the American Veterinary Medical Association. An outside expert in this field instructs and certifies all the shelter staff as Euthanasia Technicians.

Disposal of Animal Waste and Remains

Animal remains are stored in sanitized, sealed containers in a refrigerated room when on-site and are picked up by a local medical waste disposal facility several times each week where they are cremated.

Customer Wait Time

In order to ensure good customer satisfaction, customer waiting time is usually short (1 to 3 minutes) except during peak periods on Saturday afternoons in the summer (5 minutes). We consider these wait times to be acceptable. Our Adoption/Customer Service staff is able to call on backup staff when additional help is needed to maintain these acceptable wait times.



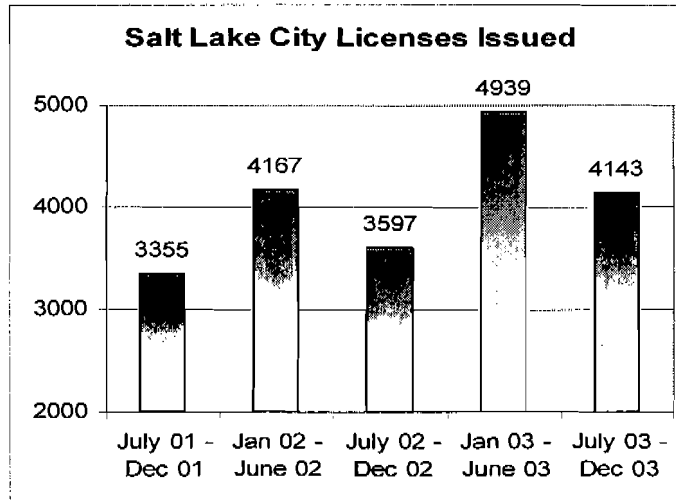
Licensing

Area residents are able to license their pets at the Salt Lake County Animal Shelter located at 511 West 3900 South. Residents can license their pet at the shelter Monday through Saturday from 9:30 a.m. to 5:30 p.m. Residents are also able to apply for a license by mailing the appropriate information to the shelter. Salt Lake County Animal Services works with local veterinarians to provide license application mailers. Residents may also access a license application on-line at the Salt Lake County Animal Services website, or by calling the licensing department. After a first license is issued, we receive a register prior to the expiration date. We mail a reminder notice at least two weeks and as much as six weeks in advance of the expiration date. This announcement has all the necessary information for license renewal. Volunteers assist licensing staff by contacting all parties on the reminder notice register by telephone. The volunteer either speaks with the person or leaves a voice-mail message reminding the pet owner to license their animal before the expiration date to avoid a late penalty.

Listed owners must be 18 years of age or older. When licensing by mail, Salt Lake County Animal Services requires that pet owners include a copy of the most recent rabies vaccination verification and the sterilization certificate if the pet is spayed or neutered. Both documents must be signed by a licensed veterinarian.

Salt Lake County Animal Services provides a license at a reduced cost to residents who are senior citizens (60+). In addition, a "lifetime" license for sterilized pets of seniors is a one-time fee, good for the lifetime of the pet. The lifetime license needs to be renewed annually to ensure up-to-date information, however, no additional fee is charged.

In addition to providing licensing, Salt Lake County Animal Services also microchips all animals adopted out of the shelter. The microchip allows for a traceable, secondary identification to assist in returning the animal to its proper owner.



Adoption

Salt Lake County Animal Services has pet adoption and community education programs with staff dedicated to working with citizens, schools, the media, and community groups. During the fiscal 2002/2003 year, our full-time pet adoption specialist worked to place 270 animals in Salt Lake City, providing a valuable option to euthanasia.

We provide a valuable service to Salt Lake City residents by being the only animal control agency which provides pictures of all stray and adoptable animals on our website (www.slcoanimalservices.org), which is useful for City residents looking for a lost pet or perhaps looking for a new pet. In addition, we work closely with No More Homeless Pets in Utah and other animal rescue groups to find homes for the animals that enter our shelter. We also participate in adopt-a-thons and The Big Fix mobile sterilization clinics.

- a. *Describe how animals will be cared for and staff who will be responsible for care of injured animals including training (with minimum and continuing standards), experience, credentials and licensing, or certification. Describe staffing levels for shelter when it is not open to the public. Describe method for the public to contact service provider when shelter is not open to the public, and the method that will be used to convey this information to the community.*
NOTE: *Shelter shall be open to the public, as a minimum, 9:30 a.m. to 5:30 p.m. every day except Sundays and legal holidays (see City Code, Title 8, Animal Ordinance, #8.04.310 Exhibit "D" of the attached sample agreement).*

Position	Minimum Job Requirements	Standards for Training
Shelter Program Manager	See Appendix A	20 hours of animal care and/or customer service training per year.
Assistant Shelter Program Supervisor	See Appendix A	20 hours of animal care and/or customer service training per year.
Lead Animal Care Specialist	See Appendix A	20 hours of animal care and/or customer service training per year.
Animal Care Specialist	See Appendix A	20 hours of animal care and/or customer service training per year.
Adoption Program Coordinator	See Appendix A	20 hours of customer service training per year.
Animal Services Specialists	See Appendix A	20 hours of customer service training per year.
Office Specialist (performing Licensing)	See Appendix A	20 hours of customer service training per year.
Customer Service Supervisor	See Appendix A	20 hours of customer service training per year.
Receptionist	See Appendix A	20 hours of customer service training per year.
On-call Temporary		

Shelter Care and Staff

Animal Care Specialists provide for the daily care of the animals and treat minor illnesses and injuries. The Shelter staff is composed of 1 manager, 1 assistant shelter program manager, 1 lead animal care specialist, and 7.5 animal care specialists. Animal care specialists are required to have one-year prior experience working with animals upon being hired. They undergo in-house training on animal care and breed identification early in their employment and on an on-going basis. Many of our staff have prior experience in veterinarians' offices. Shelter staff is on duty from 6:00 am to 7:30 p.m. and for a time on Sunday, and can assist the public during early morning hours on an emergency basis. During hours when the shelter is not open, a phone message provides directions on how to access emergency help. After hours drop-off for animals is provided by six drop-off boxes available to the public at the southeast corner of the Animal Services shelter. In an emergency, the public can access Animal Services personnel after-hours through the Sheriff's Office Dispatch Center.



Salt Lake County Animal Shelter Drop Boxes

- b. Describe in detail the clinical facilities. Describe the number and expertise (with minimum and on-going training standards) of staff members to provide animal vaccinations, sterilizations, and euthanizations. Describe the method of euthanasia or other means of dealing with animals not claimed. **NOTE:** Salt Lake City has a legal responsibility to make animals available to institutions when requested according to Utah State Code 26-26-3.

Clinical Facilities within Shelter

Animal Shelter staff provide initial vaccinations upon intake and euthanasia (by injection). They are trained in-house, and also are required to attend euthanasia training to receive certification. Salt Lake County Animal Services contracts with local veterinarians for spay/neuter surgeries for adopted (and in some cases redeemed) animals. Animals with major illness or injuries, which have identification, are treated by local veterinarians who are on contract with us. Unclaimed animals are either adopted or euthanized. Over the years, staff have developed a considerable network of foster homes and other animal rescue organizations whose involvement helps reduce the animal shelter population and the number of euthanasias.

- D. **Administration.** Provide a description of office facilities including office address, number of employees (including minimum and on-going training and experience requirements). Describe customer service plan, including response to citizen requests and complaints, and how a positive image within the community will be promoted and maintained. Describe performance measures in the areas of financial health, customer service and satisfaction, internal processes efficiency and effectiveness, and employees learning and growth.

NOTE: Office hours shall be 9 a.m. to 5 p.m., Mondays through Fridays excluding holidays.

Salt Lake County Animal Services shelter is centrally located at 511 West 3900 South and is easily accessible to Salt Lake City residents from I-15. The office hours of the administrative staff is from 8:00 am to 5:30 p.m. The administrative staff comprises of 6 employees. Training and experience for the administrative staff is included in Appendix A.

Position	Minimum Job Requirements	Standards for Training
Division Director	See Appendix A	40 hours of POST training annually; networking nationally, being a leader in the profession.
Administrative & Fiscal Manager	See Appendix A	Maintaining proficiency in accounting.
Community Relations Manager	See Appendix A	Networking statewide, being a leader in the Community.
Media, Education and Volunteer Coordinator	See Appendix A	Networking with media, being a leader in the animal community.
Education, Media and Volunteer Specialist	See Appendix A	20 hours of animal care and/or customer service training per year.
Office Coordinator	See Appendix A	20 hours of animal care and/or customer service training per year.

Responding to Citizen Requests and Complaints

Administration staff attempt, as a rule, to respond to citizens enquiries by phone within 20 minutes of receiving the call and within the same day when received by mail.

Efforts to Maintain Positive Image within the Community

Salt Lake County Animal Services continually works towards maintaining our positive image in the community. We participate on a regular basis with local community councils and Salt Lake City’s Super-CAT (Community Action Teams), and our officers and staff regularly participate in discussions with members of the local FIDO’s group.

We consistently receive positive remarks on customer comment cards for the way we maintain our shelter. To continue to increase our identity within the community, we have strategically placed billboards around the valley, and look toward expanding our coverage to include bus boards. We have worked cooperatively with a local television station (KJZZ) to provide a public service announcement promoting animal adoptions which is currently shown on Sundays. In addition, we utilize volunteers to help provide a friendly reminder to pet owners to renew licenses and to greet people upon entering the shelter. All of these efforts combine to create a favorable impression with members of our community.

Performance Measures

Salt Lake County's financial health is attested to by its consistent Aaa bond ratings and its compliance with national governmental accounting standards. Animal Services provides customer comment cards in order to gauge customer satisfaction with our services, and we undergo periodic management audits to assess our internal processes for efficiency and effectiveness. Customer service performance is measured by responses to customer service questionnaire cards. Internal process performance is measured by unit costs, such as cost per animal. Employees' growth and training is strongly encouraged and is monitored by the Human Services Department employee survey as well as the minimum training standards of field personnel which is monitored by P.O.S.T.

- E. **Education and Adoption Programs.** *Provide a description of your proposed plan for the public education and adoption program to support responsible pet ownership. Include other proposals such as advertising plans to achieve the program's goals, public meetings for educating the public, etc. Describe minimum and on-going training and experience requirements of personnel who would provide the education and other programs.*

Staff Training and Experience

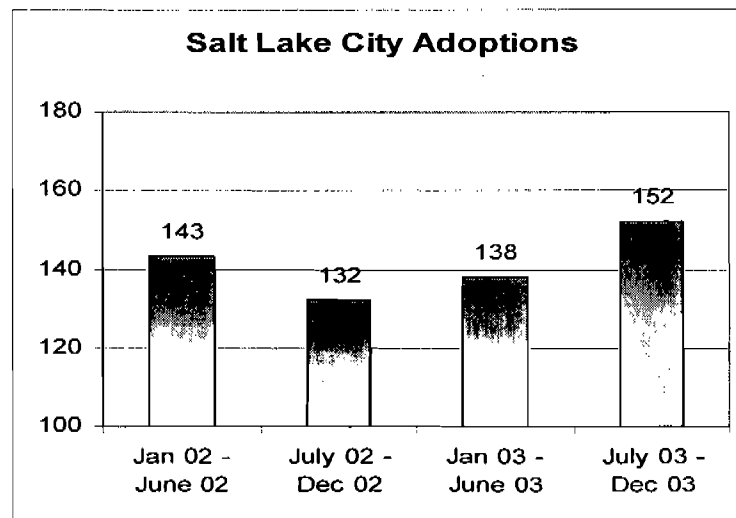
Our current education specialist has been with Animal Services since 1983 and has performed in a variety of capacities which include door-to-door license sale, dispatching field calls, public relations and media coordinator 1985 through 1997, field officer 1998 through October 2003 which is when she took the position of Education, Media, and Volunteer Specialist. Her education includes an associate of arts degree and on-the-job training.

During 2003, the humane education program specialist interacted with 2,466 people in Salt Lake City. Presentations were made to elementary, middle, and high school students on responsible pet ownership, careers with animals, basic animal care, and animal safety. The agencies we provided information to include:

- Sorensen Multicultural Center
- Highland High School
- Newman Elementary School
- East High School
- Hawthorne Elementary School
- Northstar Elementary School
- Friendly Neighborhood Senior Center
- Beacon Heights Elementary School
- Gallivan Center
- Northwest Middle School
- Backman Elementary School
- Rosslyn Heights Elementary School
- Hogle Zoo
- Boys and Girls Club
- Dilworth Elementary School
- Eastwood Elementary School
- Lowell Elementary School
- Salt Lake Community College-Salt Lake City Campus

In addition we provided tours, and programs for a variety of groups, participated in health and safety fairs, and provided a summer youth program, Creature Connection, to help local youth learn to handle and care for animals properly.

Our full-time media specialist has live “Pet of the Week” segments on the four local major television stations (KUTV, KTVX, KSL and FOX) and a “Pet of the Week” spot in the Salt Lake Tribune through which over 250 adoptable animals are showcased each year. Our media specialist is available at all times to respond to reporters who need information or interviews for news stories. This close and honest working relationship with the local media has resulted in a great deal of positive media coverage. We plan to maintain these efforts and continue to look for additional opportunities to educate the community and expand our outreach efforts.



- F. *Animal control services under the resulting agreement must be provided starting July 1, 2004. Furnish a tentative schedule for meeting this deadline including a description of how the schedule will be implemented.*

Salt Lake County Animal Services has a proven track record of providing animal control services to Salt Lake City for over a decade. We are confident that all animal control services would be available to Salt Lake City starting July 1, 2004.

- G. *Provide a description of all other services proposed in conjunction with the services outlined herein, i.e., veterinarian services, adoption plans, retail sales, and any plans for increasing yearly revenues, etc.*

Salt Lake County Animal Services contracts with 48 local veterinarians to provide spay/neuter services for our adopted animals. Many of these same veterinarians are under contract to provide emergency animal care. Salt Lake County also coordinates an annual rabies/microchip clinic with the help of local veterinarians.

It is the goal of Salt Lake County Animal Services to continue to expand the use of the Internet to provide on-line pictures of the animals currently in the shelter to increase adoptions as well as return pets to their owners.

Salt Lake County Animal Services has focused on increasing yearly revenues by pursuing the collection of late penalties for past-due licenses and outstanding shelter fees.

- H. *In addition to the specific service proposals specified above, identify and/or recommend any additional or innovative services and products provided by your firm that may be related to or helpful to a comprehensive animal control services program. If there is a better way for the*

City to package or define the services that it has requested herein in order to obtain better pricing and/or service by making it easier for the selected contractor, please explain what modifications would be necessary to achieve such better pricing and/or service.

Salt Lake County Animal Services is pursuing with the County Auditor's Office the ability for area residents to pay for their licensing fees on-line. The use of technology is also being explored within the shelter to better utilize staff time in inputting and accessing data from the central database. Another area Animal Services plans to pursue is providing a kiosk in the shelter's lobby to allow citizens to access the database of animals currently at the shelter, complete with pictures. If successful, this concept could be expanded to other government facilities in the community.

III. PROPOSED FEES

Proposed fees must include all costs associated with the performance of the services specified, including materials, supervision, labor, transportation, administration, and related costs. Charges not listed in the RFP response will not be allowed. All offers must be in U.S. dollars. City reserves the right to perform all or part of proposed services.

A. *Submit a schedule of annual fees for Animal Control Services for the City that includes each of the following elements:*

1. *Dispatch and field services only*
2. *Shelter services and animal programs only. (Animal programs include sterilizations, vaccinations, adoptions, euthanizations, etc.)*
3. *Education and advertising programs*
4. *Additional services, as submitted to Paragraphs "G" & "H" of Section II of Attachment 1, Proposal Content & Evaluation Criteria.*
5. *Provide Performance Bond to City (if requested to do so)*
6. *Total cost of services (1, 2, 3, 4, 5 above)*

Description of Service	Annual Cost
Dispatch and field services	\$448,239
Shelter services and animal programs only	288,711
Education and advertising programs	54,621
Additional services (Administration)	75,429
Performance Bond	-----
Total Cost of Services	\$867,000

B. *Provide a statement describing your proposed process for negotiating renewal period price escalation and adjustments and the basis for determining such escalations.*

Salt Lake County Animal Services would look at a number of factors in the negotiation process of renewing the contract. Such factors would include: the level of service calls, the current level of

expenses based on service calls, and the current level of revenue. We would be willing to make a reconciliation at the contract end, should Salt Lake City desire to do so. Salt Lake County Animal Services would look to feedback and discussion with the Animal Coordination Committee during this process.

C. *Capital investment required to provide service.*

No capital investment will be required for Salt Lake County Animal Services to provide services to Salt Lake City.

D. *Minimum time (in years) for capital investment return?*

Does not apply.

IV. **OTHER REQUIRED INFORMATION & MATERIALS**

A. **Exceptions.** *If you have any exceptions to this Request for Proposal and/or the attached Sample Agreement they must be included as specified in **Paragraph IV of Attachment 2, General Proposal Instructions & Information.***

No exceptions will be included with this response.

B. **Interest in alternate fuel use and other environmental matters.** *The City has an interest in measures used by service and product providers to insure minimal adverse impact on the environment. Please list measures such as alternative fuel vehicles, recycling measures and energy reduction measures used by your firm.*

While Salt Lake County Animal Services does not utilize alternative fuel vehicles, we are conscious of the need to be aware of how the services we provide impact the environment. As such, we contract with a local medical waste disposal facility which handles the animal remains. The cremation process used by this facility results in minimal animal remains that need to be disposed of. We also maintain new vehicles and equipment, which have more efficient technology. We also incorporate recycling measures at our shelter by having a paper recycling bin on-site.

C. **Electronic payment.** *The City is encouraging offerors to accept electronic payments using a process whereby vendors can receive payments and remittance advices electronically. Please provide information relating to: (1) offeror's ability to accept electronic payments and remittance advices; (2) offeror's policy, if any, regarding electronic payments and (3) offeror's discount, if any, for electronic payments.*

Salt Lake County is able to accept electronic payments. The current policy involving the acceptance of electronic payments requests that the vendor complete a Vendor EFT Authorization Form. No discounts are offered to vendors who provide payment for services electronically.

Appendix B

Salt Lake County Animal Services

Minimum Job Requirements

Appendix B

Minimum Job Requirements

Administrative and Fiscal Manager

Knowledge of accounting principles and functions, computer and data entry systems, word processing software, Excel, communications techniques and communications equipment. Knowledge of supervisory principles and techniques, modern office procedures and techniques, business English, spelling, vocabulary, punctuation and grammar. Ability to use independent judgment, learn and understand specialized terminology, follow written and oral instructions, function with a minimum of supervision, maintain records and files with confidentiality, handle emotional, irate individuals both over the phone and in person, use a variety of office equipment and perform confidently a highly stressful environment.

Adoption Program Coordinator

Knowledge of principles, methods and techniques of effective supervision, human relations and interpersonal communication techniques, modern office procedures and techniques, business English, spelling, vocabulary, punctuation and grammar, business arithmetic, filing systems, computer and data entry systems, telephone operations, hostility diffusion techniques, animal and pet adoption philosophy, Salt Lake County Animal Services Policy and Procedures. Ability to supervise the work of staff and volunteers, motivate and train staff and volunteers, communicate effectively verbally and in writing, deal appropriately with emotional and irate people in person and on the telephone, satisfy concerns and respond to animal-related problems of various individuals, perform effectively in stressful situations, perform clerical tasks, use independent judgment, learn and understand specialized terminology, follow written and oral instructions, maintain records and files and use a variety of office machines.

Animal Care Specialist (Shelter)

Knowledge of proper cleaning and sanitation techniques for kennels, animal behavior, animal regulations and ordinances, first aid for sick or injured animals, animal nutrition, rabies control, human relations and interpersonal communications, zoonosises, animal handling techniques, equipment used in animal handling and shelter operations, euthanasia methods and data entry. Ability to cope with offensive sights, odors, constant noise and possible injury, communicate effectively with the public, work as part of a team and handle on-going stress, including the stress created from daily euthanasia of animals.

Animal Control Officer

Knowledge of Officer-violator relations, interview techniques, animal behavior, small and large animal handling techniques, animal regulations and ordinances, zoonosis, first aid for animals and humans, civil and criminal law including domestic animal law, pet owner behavior, rabies control, cruelty investigation, interpersonal communication, equipment and vehicle maintenance, euthanasia methods, operation and sanitation of kennel and cattery facilities, animal nutrition, record keeping, filing systems, computer skills, and defensive driving techniques. Ability to adequately identify and describe large and small domestic animal breeds, colors, size, sex, etc. work with emotional and angry people, express self in oral and written form, respond to variety of situations and individuals, confidently handle aggressive, vicious, or dangerous animals, act decisively, take charge and manage situation, control emotions, cope with offensive sights, odors, constant noise and potential injury. Education and experience: three years experience in field closely related to animal control.

Animal Services Director

Knowledge of administrative practices and procedures; budgetary processes and fiscal management; management information systems (MIS) and techniques for data analysis; grant proposal preparation and submission; monitoring and evaluation techniques; supervisory principles and practices; public relations principles, methods and techniques; social, psychological, physical and cultural conditions that affect animals and animal owners; animal shelter construction, sanitation and management; current principles of animal control and welfare; federal, state and local regulations affecting animal programs. Ability to act independently; problem solve issues by developing alternatives and solutions; conceptualize system development; deal effectively in stressful situations; perform complex administrative duties; organize and establish priorities; communicate effectively verbally and in writing with other divisions, departments and the general public; motivate and train staff; effectively supervise the work of others; promote animal services with legislators, community officials, animal welfare groups and the general public; relate effectively with individuals from various social, economic and ethnic backgrounds; handle irate citizens in an appropriate and positive manner. Education and experience: graduation from an accredited four-year college or university with a Bachelor's degree in business administration, management, public administration, or other closely related field and six years of experience in a field closely related to these duties, at least one year of which must have been in a supervisory capacity.

Animal Services Specialist (Customer Service)

Knowledge of modern office procedure and techniques; computer and data entry systems, including both Chameleon database and KEA (field system); familiar with domestic animal breeds, domestic animal care and behavior; appropriate jurisdictional boundaries; animal handling techniques and rabies control; human relations and interpersonal communication; Salt Lake County and contract cities' animal control ordinances and Division policies and procedures; Salt Lake County cash handling policies and procedures. Ability to use independent judgment; learn, understand and use specialized terminology related to all aspects of animal control; correctly identify domestic animals; determine the age and sex of domestic animals; handle individuals effectively both over the phone and in person, even if hostile or emotional; perform multiple tasks at a time; follow written and oral instructions; use communications equipment including two-way radios; maintain records and files and perform a variety of clerical tasks. Education and experience: two years of experience in a field closely related to animal control.

Customer Relations Manager

Knowledge of principles, methods and techniques of effective supervision; human relations and interpersonal communications techniques; record keeping and inventory control methods; filing systems; training methods and techniques; effective interviewing and assessment techniques; animal behavior; animal handling techniques; standard first aid; animal nutrition requirements; rabies control; pet owner behaviors; general computer concepts; commonly used software including databases and SQL. Ability to supervise the work of others; motivate and train staff; communicate effectively both verbally and in writing with staff, members of other divisions/departments, and the general public; deal appropriately with emotional and irate people; satisfy concerns and respond to animal related problems of various individuals; act independently; make sound judgments; perform effectively in stressful situations; cope with offensive sights, odors and noises.

Customer Services Supervisor

Knowledge of supervisory and management practices, accounting and balancing principles and procedures, cash collection policies and procedures, principles of service contracting, modern office procedures and techniques, business English and math, payroll procedures and systems, Salt Lake County purchasing policies and procedures, Animal Services Division policies and procedures, animal control ordinances, communication techniques, telephone operation, personal computer hardware, programs and applications, filing systems, record keeping and inventory control. Ability to supervise personnel; handle, balance, allocate and account for large sums of money, use independent judgment, learn and understand specialized terminology, function with a

minimum of supervision, work effectively under heavy and varied work load, apply general information to specific situations, follow written and oral instructions, use a variety of office machines (computer, phone, fax, copier, 10-key, etc.), maintain records and files.

Education, Media and Volunteer Specialist

Knowledge of education principles and methods; basic animal care, responsible pet ownership, current animal welfare issues; effective communication, training and teaching principles, methods and techniques, including curriculum development and audio/visual use; government and community organization. Knowledge of volunteer management skills, volunteer programs in the community; community liaison and coordination techniques; media network and County Policies and Procedures. Ability to express concepts clearly, effectively and concisely both in writing and orally; relate effectively to individuals from various social, economic, ethnic, and professional backgrounds; act independently after receiving general information about tasks; develop materials and presentations and stand before audiences to present educational information appropriate for a variety of audiences; effectively management time; use computer hardware and software including word processing and desktop publishing. Ability to follow written and oral instructions and procedures; conduct interviews; be sensitive to the needs and desires of volunteers. Education and experience: graduation from an accredited college or university with a bachelors degree in community health, health education, elementary or secondary education, animal science, communications, journalism, or other closely related field; or an equivalent combination of related education and experience substituting on a year for year basis. Two years experience in the animal care and control profession.

Field Operations Manager

Knowledge and experience in the field of animal welfare and control; animal handling techniques; rabies control; cruelty investigations and the Court system. Skilled in effective public relations; principles and methods of effective supervision; effective training principles and methods; effective planning and communications skills. Knowledge of equipment maintenance; vehicle maintenance; communication equipment. Ability to communicate effectively both verbally and in writing; motivate and train others; work independently; act appropriately in crisis situations; make decisions in a multifaceted high-stress environment; follow and interpret complex written and verbal instructions, policies, procedures, ordinances, codes and laws; supervise others; establish and maintain effective inter/intra-department, division and section relationships; work with people from a variety of socio-economic backgrounds. Education and experience: graduation from an accredited college or university with a bachelors degree in criminal justice or public administration plus eight years of full-time experience in a field related to animal care/welfare and/or law enforcement, including a minimum of four years of management or supervisory experience; plus P.O.S.T. certification as a Peace Officer, Special Function level or above; or an equivalent combination of related education and experience, except that education and/or experience may not be substituted for the required P.O.S.T. certification.

Field Supervisor

Knowledge and experience in the field of animal welfare and control. Understanding of communications skills, animal handling techniques, effective supervisory practices, methods of staff development and public relations principles and practices. Knowledge of equipment maintenance, vehicle maintenance, communication equipment. Knowledge of rabies control, cruelty investigations, and court systems. Ability to communicate effectively verbally and in written form, motivate and train others, respond appropriately in crisis situations, act independently, make decisions in a multi-faceted, high-stress environment, and develop and interpret policies and procedures. Education and experience: P.O.S.T. certification, valid Utah driver's license, two years supervisory experience and five years animal control experience.

Lead Animal Care Specialist

Knowledge of proper cleaning techniques for kennels, animal behavior, animal regulations and ordinances, first aid for sick or injured animals, animal nutrition, rabies control, human relations and interpersonal

communication, zoonoses, animal handling techniques, animal handling and shelter operations, euthanasia methods, data entry, supervisory techniques. Ability to cope with offensive sights, odors, constant noise and possible injury; communicate effectively with the public and staff; work as part of a team; handle stress; be certified as an Animal Euthanasia Technician; interact effectively with fellow employees; provide supervision and support for co-workers.

Media, Education and Volunteer Coordinator

Knowledge of media/public relations and marketing concepts. Ability to coordinate media/public relations activities, specialized publicity, manage mailing lists and provide officer support. Education and experience: graduation from an accredited college or university with a Bachelor's degree in communications, journalism, public relations or another closely related field.

Office Coordinator

Knowledge of business English and math; accounting and balancing principles and procedures; office procedures and techniques; filing systems, record keeping, and inventory control; principles of service contracting; computer and data entry systems; communication techniques; telephone operations; Salt Lake County Policies and Procedures; Animal Control ordinances. Ability to handle, balance, allocate, and account for large sums of money; use independent judgment, perform a variety of clerical tasks; learn and understand specialized terminology; follow written and oral instructions; function with a minimum of supervision; maintain records and files; handle emotional or irate individuals both over the telephone and in person; type accurately; use a variety of office machines; and apply general information to specific situations.

Office Specialist (Field)

Knowledge of clerical functions, business English, math, use of computers and related equipment, proper telephone etiquette. Ability to learn new concepts and incorporate same into work; communicate effectively both verbally and in writing; work independently; manage multiple priorities; establish and maintain effective inter/intra-agency relationships; perform data entry. Education and experience: two years of experience in a field closely related to animal control or an equivalent combination of related education and related experience.

Office Specialist (Licensing)

Knowledge of supervisory techniques and work organization, modern office procedures and techniques, business English, computer and data entry systems, communications techniques, telephone operations, Animal Services Division Policies and Procedures, and Animal Control Ordinances. Ability to train and supervise volunteers, use independent judgment, perform a variety of clerical tasks, learn and understand specialized terminology, follow written and oral instructions, function with a minimum of supervision, maintain records and files, handle emotional or irate individuals both over the telephone and in person, type accurately, use a variety of office machines, and apply general information to specific situations.

Shelter Program Manager

Knowledge of appropriate interviewing and assessment techniques; animal handling techniques; operations of kennel facilities; sanitation procedures; animal nutrition; pet owner behavior; rabies control; cruelty investigation procedures; animal handling; humane organizations as they relate to animal control; maintenance of equipment used in animal handling and shelter operations; euthanasia methods; effective public relations principles and practices; effective public relations principles and practices; effective supervisory methods and techniques; inventory and purchasing procedures; computer and data entry systems; telephone systems; Salt Lake County Animal ordinances and Salt Lake County Animal Services Policies and Procedures. Ability to communicate effectively both verbally and in writing with individuals from various social, economic and ethnic groups; deal with effectively with irate citizens; act independently; motivate and train staff; motivate and train volunteers; coordinate a variety of different programs; make sound judgments; cope with offensive sights,

odors, constant noise and possible injury; effectively supervise and evaluate the work of others; provide supervision, assistance and training for the shelter staff in proper health examination assessment, microchip procedure (scanning and insertion), appropriate humane care and handling of animals while in facility, data entry for Chameleon program, shelter cleaning and sterilization procedures, proper handling and restraint of animals, policies and procedures, nutritional needs of animals, and basic first aid to injured and sick animals. Education and experience: two years experience in a closely related field.

Receptionist

Knowledge of basic telephone etiquette and interview techniques; service and referral agencies; Animal Control ordinances; Animal Services Policies and Procedures; appropriate jurisdictional boundaries and basic office procedures and etiquette. Ability to act with tact and impartiality; deal effectively and courteously with the public and other agencies; develop knowledge and use of interviewing techniques; speak and hear clearly and effectively; develop comprehensive listening skills; show initiative and problem-solving capabilities in responding to various animal control related situations; use telephone equipment; use a variety of office equipment including but not limited to fax, copier, computer terminal; handle emotional or irate individuals; and perform in a calm and efficient manner when under high levels of stress or demand.