

**Proposal to Conduct an Independent Review of
Animal Control Services**

CITY OF GREATER SUDBURY, ONTARIO

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LETTER OF TRANSMITTAL



April 24, 2015

Ms. Agnes Beck, Purchasing Agent
 The City of Greater Sudbury
 c/o Purchasing Section
 200 Brady Street, 2nd Floor
 Tom Davies Square
 Sudbury, ON P3A 5P3

Dear Ms. Beck:

The Matrix Consulting Group is very excited to present our response to the City of Greater Sudbury's RFP to Conduct an Independent Review of Animal Control Services. Our proposal is based on our review of the Request for Proposals, our background research on the City and the Animal Services situation the City is facing, and our extensive experience analyzing these services and providing reviews of other animal services operations.

We believe that we offer a team with not only extensive experience conducting these types of review projects in the public sector, but with specific animal control experience. This is demonstrated by:

- Our proposed project team has conducted over 25 staffing and operations studies focusing on animal services operations including three within the last two years (shown in bold). This experience includes such diverse jurisdictions as:

Alachua County, Florida	Marin County, California
Beverly Hills, California	Marion County, Oregon
Hillsborough County, Florida	Orange County, California
Irvine, California	San Clemente, California
Manatee County, Florida	Southlake, Texas

- Additionally, our project team has conducted over 75 city and county-wide organizational and operational assessments throughout the country which included an evaluation of animal services. These are summarized below:

Albany, New York Albuquerque, New Mexico Augusta, Georgia Barstow, California Brattleboro, Vermont Chatham County, Georgia DeKalb County, Georgia Deltona, Florida Franklin Township, New Jersey	Fort Morgan, Colorado Goodyear, Arizona Half Moon Bay, California Johnson County, Kansas Orland Park, Illinois Orleans, Massachusetts Matanuska-Susitna Borough, Alaska Monroe County, Michigan Monrovia, California	Montpelier, Vermont Palo Alto, California Rancho Mirage, California Rancho Palos Verdes, California Raymore, Missouri Roseville, California Spokane, Washington Sunnyvale, California Waltham, Massachusetts
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- We just completed a very comparable project for Manatee County, Florida. Following a Commission adopted “No Kill” service delivery approach several years ago, extensive community concerns were expressed about operating practices at the County-run shelter. We conducted a comprehensive evaluation of operational practices (including an assessment against the tenets of No Kill shelter operation) that included extensive community outreach, to develop a future strategy for improving services and addressing identified deficiencies.
- Our firm recently completed a large project in Canada conducting a comprehensive evaluation of the City of Winnipeg’s Police Services.
- Our project team would be staffed by experienced analysts. In my 30+ years as a consultant to government, I have specialized in the study of public protection and safety services, including animal control. I would be assisted by senior managers of the firm who also have extensive experience evaluating these functions and who have participated on the project teams for our recent animal services studies.

Our firm has a unique place in the consulting industry as a ‘fact based firm’. We pride ourselves on analytically proving that challenges exist and developing pragmatic, cost-effective, and implementable recommendations. This is achieved through:

- Intensive input from staff and other ‘stakeholders’.
- Extensive data collection and analysis of workloads, service levels and costs.
- Detailed analysis of operations and financial projects with recommended and prioritized recommendations based upon varying service levels and financial impacts.
- Detailed implementation planning as well as clearly defined and actionable recommendations.
- Extensive interaction with the City as the project progresses.

We appreciate this opportunity to submit our proposal to the City of Greater Sudbury and look forward to an opportunity to discuss it further with you. If I can answer any questions, please do not hesitate to contact me at the letterhead telephone number and address or via email at rbrady@matrixcg.net.



Matrix Consulting Group

Richard Brady
President

1. FIRM EXPERIENCE AND QUALIFICATIONS

1. FIRM EXPERIENCE AND QUALIFICATIONS

This section of our proposal provides background information regarding our firm and our prior consulting experience that is relevant to this engagement.

1. INFORMATION ABOUT THE MATRIX CONSULTING GROUP

The Matrix Consulting Group was formed by senior consultants who created it in order to pursue a service in which the senior people actually do the work in a low overhead environment. Our only business focus is the provision of organization and management analytical services to local government. Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- Our firm maintains offices in California (where we are domestically incorporated), Illinois, Texas, Massachusetts and Washington. We currently have 15 full-time and 5 part-time staff.
- Based on our success in the States as well as our recent successful study of Winnipeg's Police Service we are in the process of incorporating and opening an office in Canada.
- We provide a wide range of analytical services to local government, including:
 - **Animal Services**
 - Administration (Finance, Purchasing, HR, IT)
 - Community Development (Building and Planning)
 - Fire and Emergency Medical Services
 - Law Enforcement (police, corrections, courts)
 - Parks, Recreation and Community Services
 - Public Works and Utilities
 - Fiscal Analysis including User Fees and Cost Allocation Studies
 - Organizational Structure Analysis and Organizational Culture / Change Management.

We are proud of our experience and our success rate in terms of implemented recommendations which generally exceeds 85%.

2. CONSULTING SERVICES AVAILABLE DIRECTLY FROM THE MATRIX CONSULTING GROUP

We provide consulting services only for public sector entities – with over 90% of our work being with local governments. The firm provides a variety of consulting services to its clients, as noted below.

- **Analysis of opportunities to consolidate and / or share services** within and among local governments such as animal services (regional animal control services, shared shelter operations), law enforcement (contracts for services), libraries (multi-city/county library systems), maintenance services (contracts with a regional utility for services), emergency communications and dispatch to reduce costs through service consolidation; and between ‘overlapping’ levels of government (such as county-municipal, county-school, and municipal-township). These alternatives also include evaluations related to contracting for services to the public sector or developing public-private partnerships.
- **Financial planning, budgeting, and financial analysis** for clients and development of plans for the effective and efficient use of funds – including development of long-term financial projections for general fund, restricted and/or enterprise funds, and capital funds;
- **Management studies and performance audits** to identify improvements to an operation’s efficiency and effectiveness in such areas as productivity, technology, management systems, internal controls, etc.
- **Performance measurement**, including the development of metrics that are important for operations and for demonstrating success to the general public and policy makers, and the use of benchmarks, such as the National Advisory Council on State and Local Budgeting (NACSLB) standards, to compare our clients performance with these best practices.
- **Revenue enhancement and user fee analysis**, including determination of the full cost of providing the service, analysis of revenue potential in service areas not currently charging a user fee, identification of new and / or increased fees and projected revenue increases for possible implementation, and development of a fee structure based on recovery of full costs.
- **Process improvement** through process mapping, to understand the workings of existing business processes, the application of Six Sigma or Lean Management techniques, streamlining and work simplification, etc.
- **Cost allocation plan development**, including determining and documenting departmental costs and services, determining indirect cost allocation methodologies, obtaining data to serve as the basis for allocating indirect costs to departments, and preparing a cost allocation plan.

We are a full service analytical firm to local government and are proud of the depth that this brings to our team and our work and the service we can delivery to our clients.

3. OUR MANAGEMENT STUDIES PHILOSOPHY

Our market niche is based on providing detailed analysis through extensive data collection, input and interaction with our clients. The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- A principal of the firm is always involved in every aspect of each of our studies. This includes interviews of staff, data collection, report writing, client meetings and public presentations. For this project we would commit the President of the company who has over 30 years of experience in every local government function. He would be actively involved in managing the project team.
- Our projects are approached with a firm grounding in formal analytical methodologies. Our clients receive detailed analysis of their specific issues. All impacts are identified and analyzed in detail to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:
 - Use of substantive project management techniques, which are explained in the next subsection.
 - Extensive input from client staff through interviews and surveys; extensive input from other stakeholders (e.g., elected officials as well as community representatives).
 - Detailed data collection and analysis derived from primary sources.
 - Extensive internal reviews at the departmental and steering committee levels of facts, findings, conclusions and recommendations as studies proceed.
 - Detailed implementation plans, which clearly describe the priority of each recommendation, who should be responsible for change management, the timing for implementation and performance measures to monitor progress.

This philosophy and approach has provided our clients with valuable assistance and advice in dealing with important public policy issues. It also provides a high level of buy-in from all affected stakeholders as they have multiple opportunities for participation in the study and have the opportunity to be apprised of our progress throughout the term of the engagement. As noted above, it has also resulted in very high levels of implementation of our recommendations.

4. PROJECT MANAGEMENT AND CONTROLS

We believe very strongly in the science of our craft. As a result, we utilize formal project management techniques in our studies. These techniques include:

- All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
- The project manager briefs each project team member on his/her roles and expectations. This is accomplished in writing and in person.
- The project manager and lead analysts develop general and project specific data collection plans and interview guides for all of our staff in each departmental function.
- Internal (project team) and external (client) expectations and results are managed on a weekly basis. Formal project schedules and accountability reporting mechanisms are used to report this.
- The project manager designs and personally reviews all interim and final products before they are delivered to the client.
- We have frequent client review meetings to discuss the quality and direction of the project through interim deliverables. We commit to monthly formal reviews, including project steering committee meetings as well as ongoing status reports.

These project management approaches have resulted in all of our projects being delivered at a high level of quality, on time and on budget.

5. PRIOR EXPERIENCE.

This section of our proposal outlines our general and specific experience that qualifies us to provide the services requested by the City of Greater Sudbury.

(1) Prior Organization-Wide Studies.

Our experience encompasses a wide variety of organization-wide studies that have included organizational analysis, organizational structure evaluation, and service delivery analysis. These studies also included evaluations of animal services. We have conducted over seventy (75) organization-wide studies in our careers. The following table provides a sampling of recent studies:

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Alachua County, Florida Albany, New York Albuquerque, New Mexico Augusta, Georgia Barstow, California Brattleboro, Vermont Chatham County, Georgia DeKalb County, Georgia Deltona, Florida	Franklin Township, New Jersey Fort Morgan, Colorado Goodyear, Arizona Half Moon Bay, California Johnson County, Kansas Orland Park, Illinois Matanuska Borough, Alaska Monroe County, Michigan Monrovia, California	Montpelier, Vermont Portsmouth, Virginia Rancho Mirage, California Rancho Palos Verdes, California Raymore, Missouri Roseville, California Spokane, Washington Walnut Creek, California Waltham, Massachusetts
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In addition to these organization-wide studies, we have extensive experience conducting studies for specific municipal functions as stand-alone studies, as demonstrated in the following sections.

(2) Prior Animal Services Studies.

In addition to organization-wide studies, we have conducted many individual department studies that have included an assessment and evaluation of animal services. Representative studies include the following:

- **Evaluation of the Animal Services Care, Manatee County, Florida.**

This study was initiated by the County following extensive community concern, expressed at Commission meetings and via Facebook / other social media, about the operation of the County-run Animal Services operation. This study was undertaken under extensive community scrutiny and interest. Key community concerns expressed by the community included failure to meet the County’s commitment to become a “No Kill” Shelter, excessive and inappropriate utilization of euthanasia, misclassification of animals as “dangerous”, neglect of duty by staff by failing to properly oversee and investigate complaints against a rescue sanctuary who received animals from the Shelter but was believed to be mistreating animals. The project team conducted a comprehensive operational analysis, staffing evaluation, organizational structure scan, and facility evaluation. We also evaluated sufficiency of operational policies and procedures (including medical protocols) and compliance of staff to these adopted procedures. To ensure stakeholder input, electronic online surveys and community meetings were conducted with the general public and rescue groups. While minimal staffing increases were recommended (with the exception of a recommended on-site veterinarian), extensive changes in operational practices were identified and a new operational structure – a public-private partnership where the County maintained responsibility for the Animal Control field functions and a private entity operated the shelter – was recommended. There was extensive support from staff, elected officials and the public for the overall final report issued.

- **Operational and Programmatic Evaluation of Animal Care, Irvine, California**

The project team evaluated the Irvine Animal Care Center at a period of management transition focusing on appropriate controls and management

systems. The study worked extensively with staff to understand issues regarding mission and goals, Center policies on important issues such as behavioral assessments and use of volunteers. The report provided a framework for the development of a strategic plan bringing staff, volunteers and the community together. A hybrid plan for clinic and veterinary services also resulted from this study. This study included a compliance audit against established policies for operations and volunteer participation.

- **Public Safety Staff Optimum Staffing, Sunnyvale, California.**

In this study the project team examined staffing and operations for all public safety functions (including animal control). The project team examined deployment of field personnel, workloads handled, other animal control services and programs as well as the contract for shelter services. Key recommendations included adjustment to service hours and an examination of alternative approaches to scheduling staff.

- **Animal Services Feasibility Study, Beverly Hills, California.**

The Matrix Consulting Group was retained by the City to evaluate the quality and responsiveness of services currently provided by Los Angeles County as well as service alternatives, including the development of a municipal shelter. The project team's analysis indicated that animal services' volumes did not justify the creation of a municipal shelter, even if it were constructed cooperatively with West Hollywood and Culver City. Moreover, the level of service provided by the County was shown to be very high and responsive.

- **Management Audit of Animal Services, Hillsborough County, Florida.**

The Matrix Consulting Group was retained to provide a comprehensive management audit of animal services for this large Florida county, which includes the City of Tampa. The project included evaluation of field services including response times, preventative patrol time, and deployment of field animal control officers compared to service demands; evaluation of all shelter and related programs including public education, spay and neuter, and adoption programs; and evaluation of licensing program effectiveness in terms of both coverage and revenue generation. This study included a compliance audit, though it should be noted that it was completed 10 years ago and, as a result, there are no references given in this proposal.

- **Diagnostic Assessment of Animal Services, Alachua County, Florida.**

In this study the project team conducted a county-wide assessment of all County services, including animal services. The goal of this project was to compare each County program and service to 'best practice' standards of efficiency and effectiveness, making recommendations to achieve these standards where there

were identified efficiencies. Key recommendations included increasing efforts relating to animal cruelty investigations, use of client surveys to continually improve services, and more aggressive use of volunteers to assist with adoption efforts and new programs designed to reduce high euthanasia rates.

Specific project references and contact information are provided in the next section of our proposal.

6. REFERENCES

We have provided references for assignments that the members of the proposed project team have conducted. We encourage you to call to check the quality and practicality of our work with these references. It needs to be pointed out and stressed that the project team that conducted these studies is currently **and entirely** employed by the Matrix Consulting Group. These references, therefore, are the personal, professional references of the senior staff members who would lead and conduct all of the analysis in this project.

Client	Project Summary
<p>Manatee County, Florida</p> <p>Evaluation of the Animal Services Division</p> <p>Reference: Karen Windon Deputy County Administrator</p> <p>941.745.3799 karen.windon@mymanatee.org</p>	<p>This study was initiated by the County following extensive community concern, expressed to the Commission and via social media, about the operation of the County Animal Services operation. This study was undertaken under extensive community scrutiny and interest. Key community concerns expressed by the community included failure to meet the County’s commitment to become a “No Kill” Shelter, excessive and inappropriate utilization of euthanasia, misclassification of animals as “dangerous”, neglect of duty by staff by failing to properly oversee and investigate complaints against a rescue sanctuary who received animals from the Shelter but was alleged to be mistreating animals. The project team conducted a comprehensive operational analysis, staffing evaluation, organizational structure scan, and facility evaluation. We also evaluated sufficiency of operational policies and procedures (including medical protocols) and compliance of staff to these adopted procedures. To ensure stakeholder input, electronic online surveys and community meetings were conducted with the general public and rescue groups. While minimal staffing increases were recommended (with the exception of a recommended on-site veterinarian), extensive changes in operational practices were identified and a new operational structure – a public-private partnership where the County maintained responsibility for the Animal Control field functions and a private entity operated the shelter – was recommended. The project team evaluated operations against recognized animal services best practices and “No Kill” tenets in identifying operational improvement opportunities. There was extensive support from staff, elected officials and the public for the overall final report issued.</p>

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Client	Project Summary
<p>Irvine, California</p> <p>Operational and Programmatic Evaluation of the Animal Care Center</p> <p>Reference: Bonnie Hagan Community Services Manager</p> <p>949.724.6694 BHagan@ci.irvine.ca.us</p>	<p>The project team evaluated the Irvine Animal Care Center at a period of management transition focusing on appropriate controls and management systems. The study worked extensively with staff to understand issues regarding mission and goals, Center policies on important issues such as behavioral assessments and use of volunteers. The report provided a framework for the development of a strategic plan bringing staff, volunteers and the community together. A hybrid plan for clinic and veterinary services also resulted from this study. This study included an audit and review of Center performance against operating policies and volunteer utilization guidelines.</p>
<p>Marion County, Oregon</p> <p>Management Audit of the Public Works Department</p> <p>Reference: Alan Haley Currently, Public Works Director (was Administration Division Manager at the time we conducted the study)</p> <p>503.588.5169</p>	<p>The Matrix Consulting Group was engaged to conduct a comprehensive management audit of the County's Public Works Department which at the time included a Dog Control Division. The Dog Control Division was responsible for county-wide dog control, shelter operations, and field operations. We evaluated all aspects of operation including shelter hours, operating practices, intake procedures (including sufficiency of temperament screening on intake), adoption practices including required adoption counseling, provision of veterinarian services (evaluating medical treatment protocols, euthanasia protocols, and drug security and storage protocols), licensing programs and community outreach to enhance adoption potential. Key recommendations included: increase in night hours to facilitate public access, implementation of field canvasses to identify unlicensed pets, identified opportunities to streamline processing of issued decisions following contested citations. Dog Control is now part of the Community Services Department.</p>
<p>Sunnyvale, California</p> <p>Serial Management Studies covering most governmental functions</p> <p>Reference: Gary Luebbers Former City Manager, Now retired</p> <p>435.668.6066</p>	<p>In a series of management studies, the project team completed evaluations of most City operations. Each study included an evaluation of staffing and operational practices. The public safety study included an evaluation of animal control. The project team examined deployment of field personnel, workloads handled, other animal control services and programs as well as the contract for shelter services. Key recommendations included adjustment to service hours and an examination of alternative approaches to scheduling staff.</p>

The required reference form is provided on the following page.

GDD15-4
Request For Proposal for Consultant to
Conduct an Independent Review of Animal Control Services

Reference Form

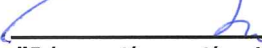
Provide a minimum of three (3) references for services that are similar in size and nature. The City reserves the right to contact the references noted below. The City also reserves the right to consider their own experience with any bidder that has had previous or current contracts with the City.

Project Name: Evaluation of the Animal Services Division
Location: Manatee County, Florida
Year: 2014 Project Value: \$ 55,000
Owner: Manatee County, Florida
Contact Person(s): Karen Windon, Deputy CAO
Phone: 914-745-3799 Fax: _____ Email: karen.windon@mymanatee.org

Project Name: Programmatic Evaluation of Animal Care
Location: Irvine, California
Year: 2014 Project Value: \$ 50,000
Owner: City of Irvine, CA
Contact Person(s): Bonnie Hagan, Community Services Manager
Phone: 949-724-6694 Fax: _____ Email: bhagan@ci.irvine.ca.us

Project Name: Management Audit of Public Works
Location: Marion County, Oregon
Year: 2010 Project Value: \$ 105,000
Owner: Marion County, Oregon
Contact Person(s): Alan Haley, Public Works Director
Phone: 503-588-5169 Fax: _____ Email: _____

Company Name: Matrix Consulting Group

Signature: 
"I have the authority to bind the Company/Corporation/Partnership."

2. PROJECT PERSONNEL

2. PROJECT PERSONNEL

A comprehensive review of the operations of the City of Greater Sudbury’s Animal Control Services requires analysts with in-depth, extensive experience conducting similar studies for local government. The following sections outline the experience, qualifications and capabilities of our staff available for assignment on this engagement.

1. ORGANIZATION OF THE PROJECT TEAM

Richard Brady, the President of the Matrix Consulting Group, would function as the overall project manager and principal contact for this assignment. Mr. Brady would lead a team consisting of members of the firm who have specific expertise, experience and background relevant to the services requested by the City of Greater Sudbury. Our team includes all the key personnel who have performed our prior Animal Services Studies.

It is important to note that all of our project team members are staff to the Matrix Consulting Group. We propose no subcontractors for this assignment. Our key analysts in each functional area would be supported, as needed, by our junior consultants, in performing all required services.

Our approach has clear advantages, including:

- All of our team members are equally highly trained professional consultants, not individuals who have other competing career paths.
- All of our team members have a consistent empirical project philosophy based on a ‘fact based’ approach to consulting.
- All of our team members are part of a single scheduling system which maximizes their availability for assignments under contract.

In their totality, our project approaches and business practices have led to high rates of implementation in successful studies.

2. PROJECT TEAM MEMBERS SUMMARY BIOGRAPHIES

Summaries of the experience of our proposed project team are provided below, with more detailed resumes for each of the key members following these summaries. All of the project team members described in this section would be committed to this project.

- **RICHARD BRADY** is the Matrix Consulting Group's President. His experience encompasses over 30 years in the analysis of every local government service in hundreds of jurisdictions throughout the country. This experience includes organization-wide management audits and individual organizational and staffing studies of every local government service. He has conducted several animal services studies including – Alachua County and Hillsborough County (FL), Albany (NY), Augusta (GA), Beverly Hills (CA), Manatee County (FL), and Irvine (CA). Mr. Brady most recently was the firm's Project Manager and/or Lead Analyst on the Citywide Management Audits for Albuquerque (NM), Roseville (CA), Spokane (WA), Goodyear (AZ), Brattleboro (VT), Waltham (MA), Wayland (MA), Lathrop (CA), Walnut Creek (CA), San Clemente (CA), Palo Alto (CA), Poway (CA), Pasadena (CA), San Rafael (CA), Prescott Valley (AZ), Albany (NY), Venice (FL), North Miami Beach (FL), Alexandria (LA), Upper Merion Township (PA) and Farmington Hills (MI); as well as Countywide Management Audits for Monroe County (MI), Beaufort County (SC), Chatham County (GA), Augusta-Richmond County (GA), Hall County (GA); Alachua County (FL) and Culpeper County (Virginia). He received his B.A. from California State University, Hayward and his Masters and Doctoral degrees from Oxford University, U.K. ***Mr. Brady would function as project manager and lead analyst for this project. He would be involved in every phase of the project and would be the principal client interface.***
- **ALAN D. PENNINGTON** – Mr. Pennington is a Vice President with the Matrix Consulting Group with over 8 years of local government management consulting experience. Mr. Pennington manages our Midwest Regional Office and leads our Administrative Services Practices. Additionally, he has over 12 years of experience as a top manager in the public sector in Illinois and Maine before joining Matrix including as an Assistant City Manager for a community of 115,000. He has experiencing conducting organization-wide studies for Albuquerque (NM), Fort Morgan (CO), Franklin Township (NJ), Half Moon Bay (CA), Johnson County (KS), Montpelier (VA), Mt. Lebanon (PA), Orland Park (IL), Raymore (MO), Rancho Mirage (CA), Rancho Palos Verdes (CA), and Roseville (CA). Recent experience conducting specific studies related to Animal Control include Marion County (OR) and Raymore (MO) and Manatee County (FL). Mr. Pennington has a BA (Public Management) and M.P.A. from the University of Maine. ***Mr. Pennington would be an analyst responsible for human resource and policy review efforts in the study.***
- **SCOTT FIELDING** – Scott Fielding is the Principal of Fielding Management Consulting Group and a Manager with the Matrix Consulting Group having recently teamed with our firm. Mr. Fielding is a former City Councillor for the City of Winnipeg, Manitoba having served two terms where he served in various assignments including as Chair of Finance, Chair of the Winnipeg Police Board, Chair of Planning and Development and Chair of Alternative Service Delivery. Fielding has extensive public consultation and strategic planning skills. Mr. Fielding has extensive experience in organization efficiency reviews and change

management initiatives. As Chair of the Economic Opportunity Business Tax Commission, he provided leadership in reviewing all operations under city management and identifying cost saving initiatives and efficiency recommendations for City Council consideration. In addition, he was a member of the steering and selection committee on two external operating reviews for the Winnipeg Police Service and Public Works department. Mr. Fielding also has extensive experience working for the provincial government advising elected officials in the areas of economic development, municipal affairs, health and children and youth initiatives. During his time with Matrix, Mr. Fielding is a member of project teams providing services to: Charlotte (NC), and DeKalb County (GA). Mr. Fielding has an Advanced Bachelor of Arts (Political Science and Economics) from the University of Manitoba, Winnipeg. **Mr. Fielding will serve as a project analyst on this engagement.**

- **DAVID LEE BRANCH** – Mr. Branch is a consultant in our Edwardsville, IL office. Mr. Branch is assigned to support our senior staff in all subject areas but focuses on supporting staff in our general management consulting practice. He has completed internships with the City of Riverside, CA Planning Division and the public policy department of the Los Angeles Area Chamber of Commerce. During his time with the firm, he has worked in a supporting role to senior project analysts on numerous projects for the following clients: Charlotte-Douglas International Airport (NC), DeKalb County (GA), Flower Mound (TX), Huntington Beach (CA), Kissimmee (FL), Marshall University (WV), Martin County (FL), Montgomery College (MD), Niles (IL), Niles Public Library District (IL), Rockingham County (NH), Vermont Secretary of State (VT), and West Virginia University (WV). (FL). Mr. Branch received his BS in Public Policy, Management, and Planning from USC and his Masters of Education from University of Missouri St. Louis. **Mr. Branch will serve as a project analyst on this engagement.**

The required key project personnel form is provided on the following page followed by detailed resumes for our senior project team members.

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Key Project Personnel

On Site Key Office Personnel proposed for the project:
(Please attach resume or curriculum vitae of each)

Key Personnel	Position	Hourly Rate (\$)
Name: _____	_____	_____
Name: _____	_____	_____
Name: _____	_____	_____
Name: _____	_____	_____
Name: _____	_____	_____
Name: _____	_____	_____
Name: _____	_____	_____
Name: _____	_____	_____

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<p>RICHARD P. BRADY PRESIDENT, MATRIX CONSULTING GROUP</p>	
<p>Background: Richard Brady provides organization, staffing and management analytical services to local government. In his extensive career, he has conducted over 400 projects for over 300 local and state government client agencies. Richard Brady has been a management consultant to local government for 30 years. Prior to creating his own consulting practice of Matrix Consulting Group, Mr. Brady was MAXIMUS's Vice President for providing management auditing services nationwide. Before that, he was the managing partner of the consulting firm of Hughes, Heiss & Associates.</p>	
<p>Agency-Wide Studies: Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements as well as policies and procedures,</p>	
<p>Albany, New York Alachua County, Florida Alexandria, Louisiana Allegan County, Michigan Augusta, Georgia Beaufort County, South Carolina Brattleboro, Vermont Burke County, North Carolina Burlington, Massachusetts Culpeper County, Virginia Florence County, South Carolina Gainesville, Georgia Hall County, Georgia Irvine, California Lathrop, California Los Angeles, California</p>	<p>Los Gatos, California Monroe County, Michigan North Miami Beach, Florida Palo Alto, California Portsmouth, New Hampshire Portsmouth, Virginia Prescott Valley, Arizona San Antonio, Texas San Clemente, California San Luis Obispo, California Sunnyvale, California Upper Merion Twp, Pennsylvania Waltham, Massachusetts Wayland, Massachusetts West Boylston, Massachusetts Whitman, Massachusetts</p>
<p>Administrative Services: Conducted studies of internal service functions, including human resources, information technology, purchasing and risk management. Focuses included comparison to best management practices and peer agencies, customer services approaches, support systems, etc.</p>	
<p>Edmond (OK) – IT Franklin County (OH) – Purchasing Irvine (CA) – Human Resources Newport Beach – Risk Management</p>	<p>Salt Lake City (UT) – IT Santa Rosa (CA) – Purchasing Sonoma County (CA) – Purchasing Washington D.C. – Purchasing</p>
<p>Law Enforcement: Mr. Brady is a nationally recognized expert in the analysis of law enforcement. He has conducted police and sheriff's office studies which focused on service delivery strategies, patrol deployments, scheduling and levels of proactivity, case management, records management systems and business practices, policies and procedures, crime prevention programs.</p>	
<p>Alaska Anchorage</p>	<p>Nebraska Omaha</p>
<p>Arizona Goodyear, Prescott Valley</p>	<p>Nevada Las Vegas Metro Police Department</p>

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RICHARD P. BRADY PRESIDENT, MATRIX CONSULTING GROUP	
California Alameda County, Anaheim, Butte County, Citrus Heights, Contra Costa County, Galt, Gilroy, Glendale, Kern County, Los Angeles, Los Angeles County, Los Gatos, Lynwood, Monrovia, Napa, Ontario, Orange County, Palmdale, Palo Alto, Pittsburg, Poway, San Jose, Pasadena, San Bernardino, San Bernardino County, San Rafael, Santa Ana, Santa Monica, Sunnyvale	New Hampshire Portsmouth New York Albany, Carthage, Endicott, Vestal and Briarcliff Manor North Carolina Burke County and Durham Michigan Alpena and Detroit Ohio Fairborn Oregon Clackamas County and Grants Pass Pennsylvania York
Colorado Aurora Florida Alachua County, Jacksonville, Jupiter, North Miami Beach, Orange County, Pasco County, Pinellas County, Port Richey and Venice	South Carolina Beaufort County, Charleston County, Hilton Head Island, Spartanburg County Tennessee Nashville-Davidson County and Knox County
Georgia Americus, Augusta-Richmond County, Fulton County, Hall County, Chatham County, Americus and Gainesville	Texas Arlington, Terrell, El Paso, Grand Prairie and Southlake Utah Salt Lake City
Louisiana Alexandria Massachusetts Beverly, Boston, Lawrence, Milford, Mansfield, Burlington, Pelham, Wayland, Westwood, Whitman	Vermont Brattleboro Virginia Leesburg and Loudoun County Washington Spokane, Kirkland and Snohomish County
Minnesota Anoka County Missouri Des Peres and Raymore	Wisconsin Sun Prairie, Milwaukee
Fire and Emergency Medical Services: Mr. Brady is also a nationally recognized expert in the analysis of fire and emergency medical services. Projects have included evaluations of deployment, station locations, response policies, company staffing, non-call utilization, fire prevention and education, training, hazardous materials management, fire management and administration.	
Alachua County, Florida Albany, New York Americus, Georgia Augusta, Georgia Bellingham, Washington Brattleboro, Vermont Bremerton, Washington Broward County, Florida Burlington, Massachusetts Charlotte County, Florida Cupertino, California Hilton Head Island, South Carolina	Lansing, Michigan Newark, California Norwalk, Connecticut Omaha, Nebraska Palo Alto, California Peoria, Illinois Reno, Nevada Salt Lake City, Utah San Rafael, California Sarasota County, Florida Tallahassee, Florida Venice, Florida
Parks and Recreation: Evaluated parks and recreational functions for local government. Scopes of work included how services meet community needs, the utilization of programs and facilities, the depth of recreational programs, public-private partnerships, technology, parks preventive maintenance and coordination of services with other service providers.	
Davie, Florida Davis, California Cranford, New Jersey	Howard County, Maryland Santa Barbara, California Campbell, California
EDUCATION Mr. Brady received his BA degree from California State University at Hayward and his MA and PhD degrees from Oxford University, U.K.	

<p>ALAN D. PENNINGTON VICE PRESIDENT, MATRIX CONSULTING GROUP</p>	
<p>Background: Alan Pennington is a Vice President with the Matrix Consulting Group based in the St. Louis regional office. He has been employed by the Matrix Consulting Group since 2005. Prior to that he served for over 15 years in public sector positions in Maine and Illinois. He served in Peoria, Illinois (from 1992 to 2005) in various positions, including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager. Mr. Pennington has conducted operational studies and analysis, budget preparation, implementation of performance measurement systems, direct supervision of an emergency communications center, equal opportunity unit and labor relations. The following sections summarize Mr. Pennington’s experience conducting operational reviews, including business process evaluation and redesign, in specific functional areas.</p>	
<p>Agency-Wide Studies: Participated on project teams conducting evaluations of entire city organizations. Work scope included evaluation of business processes, service levels, policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options for overall organizational structure.</p>	
<p>Avon, Connecticut Fort Morgan, Colorado Franklin Township, New Jersey Half Moon Bay, California Johnson County, Kansas Montpelier, Vermont Mt. Lebanon, Pennsylvania Orland Park, Illinois</p>	<p>Orleans, Massachusetts Peoria County, Illinois Rancho Mirage, California Rancho Palos Verdes, California Raymore, Missouri Roseville, California South Coast Water District, California Washington State Ferries</p>
<p>Administrative Services: Conducted studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included evaluating and revising associated business processes, performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.</p>	
<p>Avon (CT) - HR, Finance, Maintenance Charlotte (NC) - Procurement CPS Consultants (CA) – Organizational, HR Framingham (MA) – Assessing Department Highland Park (IL) – HR Ketchikan (AK) – HR Division Assessment Los Angeles (CA) – Payroll Imperial Irrigation District (El Centro, CA) - HR Marshall University (WV) - Procurement Matanuska (AK) - School Site Selection</p>	<p>Peoria County (IL) - HR, Procurement, Finance Portsmouth (NH) - Labor Relations, Overtime Reno/Washoe County (NV) – Procurement Salt Lake City (UT) - Human Resources Santa Clara Valley Water (CA) - Procurement Springfield (MA) - City Clerk Springfield (MA) - Finance, Procurement Sunnyvale (CA) – Finance, Procurement VTPO (FL) – Human Resources Program Study West Virginia University (WV) - Procurement</p>
<p>Community Development (Planning, Building, Code Enforcement): Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.</p>	

THE CITY OF GREATER SUDBURY, ONTARIO
Proposal to Conduct an Independent Review of Animal Control Services

ALAN D. PENNINGTON VICE PRESIDENT, MATRIX CONSULTING GROUP	
Cupertino, California Dayton, Ohio Gwinnett County, Georgia Hanover County, Virginia Hilton Head Island, South Carolina Johnson City, Tennessee Lawrence, Kansas Lee's Summit, Missouri (Codes Administration) Lee's Summit, Missouri (Planning)	Little Rock, Arkansas Manatee County, Florida Marion County, Oregon Roseville, California San Jose, California Springfield, Massachusetts Sunrise, Florida Town of Hilton Head Island, South Carolina West Palm Beach, Florida
Public Works and Utilities: Conducted studies of full service public works departments including maintenance, fleet, traffic, engineering, and roads. Studies have focused on evaluation of maintenance management, crew sizes and staff utilization, technology, organizational structure, standard operating procedures, levels of performance management, and feasibility of shares services with neighboring governmental units.	
Alexandria, Virginia Charleston County, South Carolina Franklin, Tennessee (Water/Wastewater) Franklin, Tennessee (Fleet Management) Milwaukee, Wisconsin Marion County, Oregon (incl. Dog Control)	Nashville-Davidson County, Tennessee Orleans, Massachusetts South Coast Water District, CA State of MO, Dept. of Conservation – Asset Mgmt. Washington County, New York
Public Safety: Mr. Pennington has conducted a variety of studies related to public safety areas covering the range of Police, Fire Services, and Animal Control. On larger studies, Mr. Pennington has focused on evaluation and assessment of the Administrative Services (Human Resources, Finance, Records Administration, etc.).	
Des Peres, Missouri (Public Safety) Jacksonville, Florida Sheriff (Admin. Services) Manatee County, Florida (Animal Control) Omaha, Nebraska (Collective Bargaining)	Orange County Sheriff, Florida (Admin. Services) Raymore, Missouri (Police, Animal Control) West Des Moines, Iowa (Fire)
Courts: Conducted evaluation of the Court Clerk Administrative Operations. Areas evaluated including Court Clerk utilization, training and allocation, technology, finances, human resources, revenue collection, and policies and procedures related to support the Court and Judges.	
Franklin County, Ohio (Municipal Court Clerk)	Nashville-Davidson, Tennessee (Juvenile Ct. Clerk)
Parks and Recreation: Evaluated parks and recreational functions including scope of services provided, utilization of facilities, public-private partnerships, preventive maintenance and long-range planning, and technology utilization.	
Grand Rapids, Michigan Los Angeles, California	Orleans, Massachusetts Southlake, Texas
PROFESSIONAL ASSOCIATIONS: American Planning Association (APA) International Public Management Association for Human Resources (IPMA-HR) International City/County Management Association (ICMA)	
EDUCATION: BA, University of Maine – Public Management; 1990. MPA, University of Maine – Public Administration, 1992.	

SCOTT FIELDING
MANAGER, MATRIX CONSULTING GROUP

Background: Scott Fielding is a Manager with the Consulting Group and head of our new Canadian practice. Mr. Fielding is a leader with decision making experience in government, non profit and private industry. He is a former City Councillor who was first elected in 2006 and re-elected in 2010. During his 8 years on Council, Fielding served in many roles including Chair of Finance, where he drafted and introduced 6 capital and operating budgets for the City of Winnipeg, Canada. The City of Winnipeg's annual combined capital and operating budget is 1.4 billion dollars and has over 700,000 residents.

Mr. Fielding also served as the first Chair of the Winnipeg Police Board, Chairman Responsible for Property, Planning and Development, and Protection and Community Services for the City of Winnipeg. Fielding also maintained responsibilities as the Chairperson of Alternatives Services Delivery and Special Operating Agencies for the Winnipeg Parking Authority, Fleet Services and Golf Courses.

Mr. Fielding has extensive public consultation and strategic planning skills. His experience includes leading the City of Winnipeg budget consultations and Winnipeg Police Board strategic business planning and public consultation sessions.

Mr. Fielding has extensive experience in organization efficiency reviews and change management initiatives. As Chair of the Economic Opportunity Business Tax Commission, he provided leadership in reviewing all operations under city management and identifying cost saving initiatives and efficiency recommendations for City Council consideration. In addition, he was a member of the steering and selection committee on two external operating reviews for the Winnipeg Police Service and Public Works department.

Mr. Fielding also has extensive experience working for the provincial government advising elected officials in the areas of economic development, municipal affairs, health and children and youth initiatives.

During his initial months with the firm, Mr. Fielding has participated on projects teams conducting evaluations for:

- City of Charlotte, NC – Aviation Department (Procurement focus)
- DeKalb County, GA (Countywide organizational assessment).

Board Memberships and Professional Affiliations:

Chair, Winnipeg Police Board
Board of Directors, Assiniboine Park Conservancy
Board of Directors, Winnipeg Convention Centre
Board of Directors, Canadian Association of Police Governance, Manitoba Representative
Board of Directors, Cities Chair, North American Strategy for Competitiveness (NASCO)
Board of Directors, St James Biz Improvement Zone
Board of Directors, Winnipeg Housing Rehabilitation Corporation
Board of Directors, Bourkevale Community Club

Education:

Advanced BA, Political Science and Economics, University of Manitoba, Winnipeg

3. PROPOSED SCOPE OF WORK AND WORK PLAN

3. PROJECT SCOPE OF WORK AND WORK PLAN

This section of our proposal outlines our proposed work plan to complete this engagement for the City of Greater Sudbury.

1. PROJECT TASK PLAN

The following scope of work provides a detailed description of the steps the project team would take to address the objectives for this study.

Task 1 Profile the Current Organization, Programs and Services of Animal Control in Greater Sudbury.

The purpose of this first task is to identify attitudes towards services currently provided by the City of Greater Sudbury relative to Animal Control Service operations and create a comprehensive base line “current state” profile. Additionally, it allows the project team to understand and to document perceptions towards service quality, responsiveness, and differences between currently provided services and expectations. The task will include:

- Interviewing the Mayor and Chief Administrative Officer as well as key management staff in the organization relative to the current service approach and contractual arrangement. Interview the Manager and key staff of the contract service provided.
- Interviewing representatives from animal care and welfare organizations (e.g., the Humane Society, rescue groups, OSPCA) and other ‘stakeholders’ (such as representatives from local Veterinarian Association, Health, Police and other municipal services).
- Conducting an initial tour of the animal care facilities.

These interviews will focus on determining the following:

- Attitudes towards the strengths and weaknesses of currently provided animal services.
- Specific current concerns about service approaches and service levels as well as the organization’s ability to meet the service objectives.
- Views toward customer services issues.

The initial purpose of this task is to establish a comprehensive service delivery profile of Animal Care Services provided by the City of Greater Sudbury. This profile

will be used to document existing staffing, service levels and costs, and service performance for the areas under review. The profile will serve as a “status quo” of service delivery against which all recommendations for change and future structures will be compared. Completion of this task will involve the following:

- Interviews and / or conduct focus groups with all staff providing services. These meetings will be used to document basic workload and responsibilities of all individuals assigned to the provision of these services. In addition, through these discussions obtain their perspectives on strengths and improvement opportunities associated with the current operations.
- Document and evaluate how existing staff are scheduled by time, location, and day of week. Document the number and use of volunteers to support Animal Services programs and operations.
- Concurrently, evaluate call for service demand by time, by area, and identify response time performance in the same context. Based on the above, identify variations in both service levels and service demand.
- Document how each of the key programs are provided. This includes items such as reviewing steps taken to market adoptive services; programs involving outreach as well as steps to quality-control potential adopters of animals at the shelter.
- Analyze available cost data and determine the cost of service for each program area for Animal Services. A component of this review would include an identification of fee levels by program and the resulting level of cost recovery by program area.

Following this analysis, a comprehensive profile document will be developed and shared with the City for review.

Task Result: We will document the results of the above in a narrative and statistical profile of current programs, approaches, workloads, staff scheduling / deployment, and service levels. This profile will be circulated for review to ensure accuracy. Once completed, data contained in the profile will be employed as a basis for the analysis described in the next task.

Task 2 Document Employee Attitudes Toward Strengths And Improvement Opportunities in the Animal Services Operation.

To fully evaluate the organization of current services as well as potential future alternatives, it is important that the project team understand the range of employee perceptions in the Animal Services operation. To be credible, this input needs to be accomplished at the outset of the analysis of the various organizational, staffing, and management systems issues to be dealt with over the course of the project. We have found in our previous work that use of a survey instrument is an ideal way to maximize

input and increase the perception of the study as an objective effort. Documentation and analysis of employee attitudes will consist of the following work steps:

- Preparation of an anonymous questionnaire to be distributed to all employees providing services under the existing contract and City employees who are involved in overseeing or managing the contracted services. The project team will structure a questionnaire which "fits" the unique characteristics of the service based on the initial interviews conducted in earlier tasks described above. The survey would be conducted online via "SurveyMonkey".
- Analysis of questionnaire results, differentiating among responses by employee type (i.e., major function – field, shelter, etc.); managers and supervisors versus line employees.
- Preparation of an issue paper which summarizes questionnaire results and identified specific areas which need more extensive exploration in subsequent study work tasks.
- In-depth review of questionnaire results with the City of Greater Sudbury and the project steering committee.

It should be also noted that employee attitudes and ideas for improvement will be further explored in subsequent project work tasks through individual and group interviews.

Task Result: The results of the employee survey would be summarized in a statistical and narrative summary of results, which protects confidentiality. It would be available to staff.

Task 3 Document Stakeholder Perceptions and Gather Input Regarding Desired Animal Care Service Operations and Service Levels.

To provide an avenue for stakeholder input, the project team will conduct surveys and community meetings to provide input opportunities for major stakeholders. We would recommend that two surveys be implemented: one for public and community input into service levels, and a second focus specifically on rescue groups and similar organizations that are a crucial component of the overall animal care approach in the community. The online surveys will be structured to provide input regarding service levels, service approaches, standards of care, modifications to relevant animal care regulations, and costs.

In addition to the online surveys, if desired, the project team would conduct a community meeting, at which the preliminary results of the survey is used as a means for gathering additional and more specific community input. This community meeting would be open to the public and enable input regarding service levels, operational practices, discuss alternative service delivery approaches, etc. It would be anticipated that this meeting would be open to the general public, but that invitations would also be

extended to citizen groups, animal rescue groups and volunteers to gather as much input as possible.

Task Result: The results of the stakeholder surveys would be summarized in a statistical and narrative summary of results. Additionally, a summary of the input received during the community meeting would be developed.

Task 4 Develop a Diagnostic Assessment of Animal Services Operations and Programs Based on Recognized Best Practices and Comparisons with other local governments in the Region.

Prior to developing recommendations for improvement opportunities, it is important to understand the experience of other jurisdictions that have developed and implemented progressive approaches to delivering animal services. To develop this experience base, we propose to accomplish the following:

- We will utilize a list of quantitative and qualitative best practices that have been developed by the Matrix Consulting Group, oversight bodies or by professional associations (for example, the Canadian Federation of Human Societies, the [US] National Animal Control Association) to compare services provided by the City of Greater Sudbury to best practices. This list of “best management practices” would be utilized to identify potential strengths and improvement opportunities in existing operations.
- Develop a comparative survey that would be distributed to six to eight other Canadian local governments comparable to the City of Greater Sudbury. The survey would focus both on staffing and services comparisons, as well as, the policies, procedures, and approaches utilized in providing animal services. The completed survey will provide information documenting how the City compares to its peers in providing these services.

This task will result in a clear outline of how the City of Greater Sudbury compares to industry best practices in animal care services and to peer governmental entities. This will identify current strengths and opportunities for improvement in service delivery.

Task Result: We will summarize and analyze the results of the assessment and survey, combine them with previous information, and combine them with the results of the initial tasks to structure and evaluate alternative service delivery approaches. This assessment would be reviewed with the project steering committee.

Task 5 Evaluate Current Operations and Services and Identify Issues Related to Service Management, Efficiency and Program Effectiveness.

In this task we will evaluate the contents of the service and operating profile previously developed and identify issues related to cost-effectiveness of operations within the context of the current services provided for the City. This will include a review of actual services provided and an evaluation of the existing contract. Although results of this task are dependent on the analysis and data collected in previous tasks, we would expect to address such operational issues as:

- Are animal control field service levels consistent?
- Do field deployments reflect historical workloads and knowledge of animal control problems in the service area?
- Are response times comparable, or where do they deviate most significantly?
- Are shelter hours conducive to contact and accessibility by the public?
- What steps has Animal Services taken to facilitate the maximization of licensing including such measures as the following:
 - Field canvassing.
 - Booths at shopping malls, fairs, etc.
 - Use of private veterinarians to license animals.
 - Licensing of cats.
 - Renewing by mail and the internet.
 - Coordination and cooperation with animal rescue groups.
- Has Animal Services examined ways to increase the access of low cost veterinary services for citizens (e.g., providing spay / neuter services)?
- What steps does Animal Services take to maximize the adoption of animals (e.g., coordination and cooperation with animal rescue groups, animal assessments and behavioral modification, use of cable television, the internet, etc.)?
- How well does Animal Services utilize volunteers to augment its capabilities?
- How are staff trained initially as well as 'in service'? Is the training program sufficient to meet certification and regulatory requirements?
- Are individuals in supervisory positions appropriately trained on their role?
- How are staff held accountable for ethical behavior?

- How are animal cruelty investigations handled? Is authority for investigations clear between Animal Services and local law enforcement? How are staff trained in investigations?
- How is customer service defined? Are staff trained on appropriate customer service? Are there appropriate customer feedback mechanisms in place to develop continuous improvement opportunities? How effective are public education and outreach efforts?

In addition, the project team will review and make recommendations in several key management issue areas such as:

- Does the organizational structure provide for effective management of each functional area?
- Are policies and procedures up to date and do they support the effective and efficient administration of animal services?
- Are clinic protocols up to date, reflect current practice and conform to best practices in veterinary care?
- Do financial practices conform to generally accepted procedures to ensure adequate budgeting, financial reporting, internal controls of funds, and appropriate fund expenditures?
- Are alternative funding sources maximized? Has a foundation been established for example? How has corporate funding been leveraged? Are existing fees established at the appropriate levels?
- What outreach efforts are undertaken to determine customer demand for existing or proposed services?
- Is sufficient long-range planning in place to develop implementable action plans to address anticipated changes in service levels or programs?

We will also evaluate the current regulatory framework to identify changes required to enable implementation of the alternatives developed in the following task. This will ensure that both short-term and long-term recommendations are able to be implemented and that the regulatory environment is in alignment with best practices in animal care services and comparable municipalities.

Task Result: The results of this task will be documented in the form of a major progress report to the project steering committee. This will include preliminary identification of potential improvements in operations to improve animal care, as well as identification of issues which can subsequently be employed to structure and evaluate alternative approaches.

Task 6 Evaluate Operational Alternatives for Service Delivery and Calculate Fiscal Impacts.

In this task we will evaluate alternative approaches to providing animal care services for the citizens of the City of Greater Sudbury. For each alternative, we will identify, outline and provide cost estimates for operating and capital costs. The alternatives evaluated would include (but not be limited to) the following:

- A City owned and operated facility.
- A contractual arrangement between the City and facility owned and operated by another municipality.
- A contractual arrangement with a non-profit owned and operated facility.
- A contractual arrangement with a privately owned and operated facility.
- Any variations of the above that would meet the desired service levels of the City such as City provided animal regulation enforcement services but contracted shelter services.
- Cost and operational impacts of the City implementing a “No Kill” philosophy.

For each of the alternatives evaluated, the project team will provide detailed analysis and recommendations for the various alternatives. The analysis and narrative will cover issues such as: governance options, annual operating and capital costs, local and infrastructure delivery options, and service level options. The project team will provide a prioritized recommendation of these alternatives and a suggested timeframe and steps necessary to implement the alternatives.

Task Result: The outcome of this task will be a detailed review and fiscal impact analysis of the various governance structures and operating models for providing Animal Control Services in the City of Greater Sudbury.

Task 7 Document Study Results in a Final Report.

Progress reports prepared in completing the previous tasks would be reformatted, revised and incorporated into a formal final report. The report would include an executive summary highlighting findings, conclusions, and recommendations reached at each stage of the project. Each recommendation made in the report will contain the following:

- A detailed description of the current service delivery approach, workloads and service levels.
- A detailed description of the issue and improvement opportunity.

- Detailed analysis of the staff, cost and service level impact of each service delivery alternative and for each recommended change.
- A staffing plan to address anticipated service demands.
- A detailed implementation plan associated with each recommendation to include:
 - What is to be done?
 - Who is to accomplish it?
 - How change is to be accomplished?
 - What resources are needed to accomplish this?
 - When should change be accomplished?
 - How should progress and implementation be measured?
 - What is the priority of the recommendation?
 - What will each recommendation cost?
 - What are expected cost savings?

We are prepared to make a presentation of the final report to the City in a public meeting.

2. PROJECT SCHEDULE

The table, below, shows a proposed schedule for completing this assignment. The table shows each task described in this section of the proposal, the sequencing of each task, and the calendar time needed to complete each task. As shown, we are proposing a ten (10) week schedule to complete this engagement through the development of the draft report. As you will see in this task timeframe, each task has a scheduled completion date that correlates to the task deliverables outlined in our scope of work.

Task	1	2	3	4	5	6	7	8	9	10	Thereafter
1. Profile Development											
2. Employee Survey											
3. Stakeholder Survey and Meetings											
4. Benchmarking and Best Practices											
5. Operations, Services and Staffing											
6. Service Delivery Alternatives											
7. Final Report											

Following the submission of the draft report, we understand that the City has anticipated staff reviews and Council reviews of the plan and implementation strategy. During these reviews, we would be available for consultation to assist in the development of the final strategy. We anticipate one public presentation of the finding and report at the City’s direction. We are available to begin work immediately upon the receipt of a notice to proceed.

4. PROJECT COST

4. PROJECT COST

The following table outlines our cost estimate to provide the consulting services to the City of Greater Sudbury to conduct an Independent Review of Animal Control Services as outlined in our proposed work plan. The table portrays the hours associated with each project task for each classification of project team member. Project expenses are shown separately. As the table shows, we propose a project cost of **\$69,000** (net of HST) for all professional and expense costs.


Task	Project Manager	Lead Analyst	Project Analyst	TOTAL
1. Profile Development	8	24	40	72
2. Employee Survey	0	4	8	12
3. Stakeholder Survey and Meetings	0	16	40	56
4. Benchmarking and Best Practices	8	24	56	88
5. Operations, Services and Staffing	8	24	32	64
6. Service Delivery Alternatives	8	24	40	72
7. Final Report	8	24	24	56
TOTAL HOURS	40	140	240	420
RATE PER HOUR	\$200	\$175	\$125	
TOTAL COST	\$8,000	\$24,500	\$30,000	\$62,500
Travel & Expenses				\$6,500
TOTAL PROJECT COST				\$69,000

With the required HST of 13% our total contract price would be \$77,970. We would be pleased to enter into a fixed price, not to exceed contract to provide these services to the City of Greater Sudbury.

The required price proposal form is provided on the following page.

GDD15-4
Request For Proposal for Consultant to
Conduct an Independent Review of Animal Control Services
PROPOSAL BID FORM

Total Cost of Consulting Fees as per Terms of Reference, deliverables as per 6.7	\$ <u>69,000</u>
HST @13%	\$ <u>8,970</u>
Grand Total	\$ <u><u>77,970</u></u>

COMPANY NAME: Matrix Consulting Group, Ltd.
ADDRESS: 201 San Antonio Circle, Suite 148 Mountain View, CA 94040 USA
TELEPHONE: 650-858-0507 FAX#: 650-917-2310 E-MAIL: rbrady@matrixcg.net
HST REGISTRATION # 83709-3376
NAME & POSITION OF PERSON SIGNING: Richard Brady, President
SIGNATURE: 

I have the authority to bind the Corporation/Company/Partnership
***Please ensure that an original signature (INK) is provided with the "Original"
Tender document. Refer to Item 13a in Schedule B to By-law 2014-1.
Lowest or Any Proposal not necessarily accepted.***

Addendum Acknowledgement Section

Addendum Acknowledgment Section: See Item 16 of Schedule 'B' of Purchasing By-Law 2014-1 (attached). Failure to complete this form when addendums have been issued may render your Tender as non-compliant. Please ensure you complete this form if an addendum(s) has been issued.


If awarded the contract, the Bidder agrees to complete the work in accordance with the Instruction to Bidders and Tender Specifications, and the following Addenda:

Addendum No. 1 Dated 3/18/15, 2015. Addendum No. _____, dated _____, 2015.

Addendum No. _____ Dated _____, 2015. Addendum No. _____, dated _____, 2015.

Addendum No. _____ Dated _____, 2015. Addendum No. _____, dated _____, 2015.

COMPANY NAME: Matrix Consulting Group, Ltd.

SIGNATURE: 
I have the authority to bind the Corporation/Company/Partnership

GDD15-4
Request For Proposal for Consultant to
Conduct an Independent Review of Animal Control Services

Declaration of Accessibility Compliance
Please complete and return with your submission.

Company Name: Matrix Consulting Group _____

Print Name: Richard Brady _____

Title: President _____ **Dated:** 4/24/2015 _____

I/ we acknowledge that as a Contractor/Consultant of the City of Greater Sudbury we are bound to comply with all accessibility Standards under the Accessibility for Ontarians with Disabilities Act, 2005 as amended from time to time.

I/we declare that I/we have read, understand and will meet or exceed all enacted accessibility Standards as amended from time to time.

I/we further declare that I/we will undertake to ensure all sub-contractors hired by us in completion of our work will also comply with the above Standards.



Authorized Signature

04/24/2015

Dated