

**Service Contract
Public Animal Shelter and Adoption Program**

BETWEEN: The City of Eugene, an Oregon
Municipal Corporation (City)

AND: Greenhill Humane Society and Society for the Prevention of Cruelty to
Animals, (Contractor)
An Oregon 501(c)(3) non-profit organization

CONTRACT NO.: 2012-03487

**EFFECTIVE
DATE:** July 1, 2012

RECITALS

- A. Contractor is engaged in the business of animal shelter and adoption services, and has obtained and currently holds all licenses, permits, certifications, bonds or other authorization required by federal, state and local laws or regulations to engage in such business.
- B. The contract described herein was awarded pursuant to the City's RFP 2012200082 which is herein incorporated by reference.
- C. Contractor has represented that it is qualified to perform the services required hereunder and desires to enter into an agreement with City on the terms set forth below.

AGREEMENT

1. Incorporation of Exhibits; Definitions; Contractor's Representations and Warranties.

1.1 **Exhibits.** The contract between the parties (the "Contract") includes and incorporates into this document (this "Agreement") all of the following:

1.1.1 **Exhibit A.** **Exhibit A** summarizes certain federal, state and municipal laws that apply to government contracts. The provisions of **Exhibit A** are statements of law and may not be modified.

1.1.2 **Other Exhibits.** This Contract also includes and incorporates the following exhibits. The provisions of this Agreement will have priority over all conflicting provisions of the following exhibits.

Exhibit B	Request for Proposals 2012200082 Requirements/Specifications and Addenda 1 and 2
Exhibit C	Contractor's Response to Request for Proposals 2012200082
Exhibit D	Scope of Services
Exhibit E	Compensation

1.2 **Definitions.** With the exception of proper nouns, capitalized terms not otherwise defined herein shall have the following meanings.

1.2.1 **"Agreement"** means this document, entitled Service Contract and ending with the signatures of all parties.

1.2.2 **"Contract"** means the written statement of the parties' mutual and respective agreements, promises, undertaking and rights as set forth in this Agreement and all incorporated exhibits.

1.2.3 **"Services"** means all of the products and services to be provided by Contractor under the Contract, as described in **Exhibit D**.

1.3 **Contractor's Representations and Warranties.** Contractor makes the following representations and warranties to City:

1.3.1 Contractor and Contractor's personnel are and will at all times hereunder hold all applicable licenses, permits, certifications, bonds or other authorization required by federal, state and local laws or regulations to perform the Services.

1.3.2 As of the date of execution hereof, there are no claims or suits or proceedings, or threats thereof, seeking to enjoin the execution of the Contract by Contractor or the effect of which could prevent Contractor from performing or having the authority to perform the Services.

1.3.3 Neither the execution of the Contract nor the performance of the Services will constitute a breach or violation of any other contract, agreement, or law by which Contractor is bound or to which Contractor or any of its personnel who will perform the Services are subject.

1.4 **City's Representations and Warranties.** City makes the following representations and warranties to Contractor:

1.4.1 City is authorized to enter into this Contract and City of Eugene, City of Springfield and Lane County have the joint authority to give Contractor possession and use of the shelter and adoption facility located at 3970 W 1st Ave., Eugene, Oregon, 97402, excluding the portion of the facility occupied and utilized by the City of Eugene Spay and Neuter Clinic.

1.4.2 As of the date of execution hereof, there are no claims or suits or proceedings, or threats thereof, seeking to enjoin the execution of the Contract by City.

1.4.3 Execution of the Contract will not constitute a breach or violation of any other contract, agreement, ordinance or law by which City is bound or to which City or any of its representatives are subject.

2. **Services.**

2.1 **Term and Renewal.** Contractor shall begin to provide the Services on July 1, 2012, or, if later, as soon as this Agreement has been executed by all parties (the

"Commencement Date"). The initial term of the Contract shall be for three (3) years after the Contract Commencement Date, with a review at six months and annually upon anniversary of Commencement Date, unless earlier terminated in accordance with paragraph 11. The parties may renew the Contract for an additional three (3) year period upon mutual written agreement of the parties. Term renewal negotiation shall begin no later than April 1, 2015. The total contractual period shall not exceed six (6) years.

- 2.2 **Security.** As the Services will be performed on City property, Contractor will comply with all of City's security policies and procedures as detailed in **Exhibit D.**
3. **Compensation.** Subject to City's right of offset for breach, Contractor will bill City for the Services by submitting periodic invoices that conform to the requirements of **Exhibit E.** Payment shall be made not later than 30 days after City's receipt of an invoice from Contractor summarizing the Services performed. Notwithstanding the foregoing, City will have the right to withhold payment for any item which City disputes in good faith, provided that City pays for all non-disputed items and takes commercially reasonable action to resolve the dispute.
4. **Contract Administration.** Each party designates the following as its representative for purposes of notice pursuant to paragraph 18, and for purposes of administering the Contract:

Contractor: Cary Lieberman
Greenhill Humane Society
88530 Green Hill Road
Eugene, OR 97402

City: Larry Hill
City of Eugene, Central Services
100 W 10th Avenue, Suite 400
Eugene, OR 97401

Either party may change its designated representative by giving written notice to the other as provided in paragraph 18.

5. **Performance of Services.** Contractor shall perform the Services with a high degree of professionalism consistent with industry standards, and shall at all times during the term of the Contract strictly comply with the following requirements:
- 5.1 **Supervision.** Contractor shall appoint, subject to City's approval, a full-time qualified supervisor of Contractor's performance who shall have full authority to act for and on behalf of Contractor. The supervisor shall be available during regular business hours. At all times during the supervisor's absence, a designated subordinate shall be in charge and available.
- 5.2 **Personnel.** Contractor acknowledges the high degree of importance City places on the conduct, appearance and service performed by Contractor and its personnel. While performing the Services outlined in this Contract, Contractor's personnel shall at all times be neat, clean and courteous, and Contractor shall not permit its employees or agents to conduct themselves in a loud, offensive or objectionable manner. Upon objection from

City concerning the conduct, demeanor or appearance of any of Contractor's employees or agents, Contractor shall promptly take all steps necessary to remove the cause of the objection. Upon the employee's or agent's failure to immediately and properly correct his or her conduct, Contractor shall promptly remove the employee or agent from providing Services under the Contract.

5.3 Staffing. Contractor shall provide sufficient personnel to perform the Services in the manner required by the Contract.

6. Contractor's Obligations. In addition to performance of the Services, Contractor shall, at its own expense, repair or have repaired all damages to City-owned property, real or personal, resulting from the negligence, abuse, misuse or willful misconduct of Contractor or its employees or agents. If City-owned equipment is, in City's opinion, damaged beyond repair, Contractor shall replace such equipment at its own expense with equipment of a quality equal to or better than the damaged equipment.

7. Indemnification.

7.1 By Contractor. Contractor shall indemnify and hold City, its officers, agents and employees harmless from and against any and all claims, actions, liabilities, costs, including costs of defense arising out of or in any way related to Contractor's breach of this Contract, or Contractor's negligence in performance of the Services, or other actions or failure to act by Contractor or Contractor's employees, agents, officers and contractors. In the event any such action or claim is brought against City, Contractor shall, upon City's tender, defend the same at its sole cost and expense, promptly satisfy any judgment adverse to City or to City and Contractor jointly, and reimburse City for any loss, cost, damage or expense (including legal fees) suffered or incurred by City.

7.2 By City. Contractor will not be responsible for claims related to services performed or animals adopted before the Commencement Date. In addition, City shall indemnify and hold Contractor, its officers, agents and employees harmless from and against any and all claims, actions, liabilities, costs, including costs of defense arising out of or in any way related to City's breach of this Contract or City's operation of the City Spay and Neuter Clinic. In the event any such action or claim is brought against Contractor, City shall, upon Contractor's tender, defend the same at its sole cost and expense, promptly satisfy any judgment adverse to Contractor or to Contractor and City jointly, and reimburse Contractor for any loss, cost, damage or expense (including legal fees) suffered or incurred by Contractor.

8. Insurance.

8.1 Commercial General Liability. Contractor shall maintain a broad form commercial general liability insurance policy with coverage of not less than \$1,000,000 combined single limit per occurrence, with an annual aggregate of \$2,000,000, for bodily injury, personal injury or property damage. The policy shall have a contractual liability endorsement to cover Contractor's indemnification obligations under the Contract. The policy shall also contain an endorsement naming City as an additional insured, in a form satisfactory to City, and expressly providing that the interest of City shall not be affected by Contractor's breach of policy provisions. City will maintain commercial

general liability insurance covering the portion of the premises occupied by the City Spay and Neuter Clinic.

- 8.2 Workers' Compensation Insurance.** Unless Contractor is exempt, Contractor shall comply with the Oregon Workers' Compensation law by qualifying as a carrier-insured employer or as a self-insured employer and shall strictly comply with all other applicable provisions of such law. Contractor shall provide City with such assurances as City may require from time to time that Contractor is in compliance with these Workers' Compensation coverage requirements and the Workers' Compensation law.
- 8.3 Comprehensive Automobile Liability.** If Contractor will use a motor vehicle on a regular basis in the performance of the Services, Contractor shall maintain automobile liability insurance coverage of not less than \$1,000,000 combined single limit per occurrence for bodily injury, personal injury or property damage for each motor vehicle owned, leased or operated under the control of Contractor for, or in the performance of, the Services.
- 8.4 Professional Liability.** Contractor shall maintain a professional liability insurance policy with coverage limits of not less than \$1 million to protect Contractor from claims for professional acts, errors or omissions arising from the Services. The policy may be written on a "claims made" form. The policy shall contain an endorsement entitling City to not less than 60 days prior written notice of any material change, non-renewal or cancellation of such policy. Contractor shall maintain the professional liability insurance coverage for at least one year after the completion of the Services.
- 8.5 Waiver of Subrogation.** In the event of insured loss, neither party's insurance company shall have a subrogated claim against the other.
- 9. Relationship of Parties.** Whether Contractor is a corporation, partnership, other legal entity, or an individual, Contractor's relationship to City is that of an independent contractor. The manner in which the Services are performed shall be controlled by Contractor; however, the nature of the Services and the results to be achieved shall be specified by City. Contractor is not to be deemed an employee or agent of City and has no authority to make any binding commitments or obligations on behalf of City except to the extent expressly provided herein.
- 10. Subcontracting; Assignment.** Contractor shall not subcontract or assign its Services under or its interest in the Contract, in whole or in part, without City's prior written approval, which will not unreasonably be withheld. Contractor shall require any approved subcontractor or assignee to agree, as to the portion subcontracted or assigned, to comply with all obligations of Contractor specified in the Contract. Notwithstanding City's approval of a subcontractor or an assignee, Contractor shall remain obligated for full performance of the Contract and City shall incur no obligation to any subcontractor or assignee. Contractor shall indemnify, defend and hold City harmless from all claims of its subcontractors and assignees.
- 11. Termination.** Notwithstanding any other provision hereof to the contrary, the Contract may be terminated as follows:
- 11.1 By mutual written agreement of the parties at any time;

- 11.2 Either party may terminate the Contract if the other party is in breach of any material provision hereof which breach continues for more than 30 days after a notice describing the breach has been given unless, in the case of a breach which cannot be cured within the 30-day period, the breaching party immediately initiates and diligently prosecutes a plan of curative action that is acceptable to the non-breaching party. Notwithstanding the foregoing, termination for a recurring breach may be made if the breach is uncured within seven days after the second notice in any twelve-month period and immediately, without opportunity for cure, after the third or any subsequent notice of breach in any twelve-month period.
- 11.3 Either party may terminate the Contract without liability at any time during the term and for any reason, including if the City determines that termination of the contract is required by public interest, by providing at least sixty (60) days' prior written notice to the other party.
- 11.4 City may terminate the Contract immediately and without prior notice upon Contractor's failure to have in force any insurance required by the Contract, or if Contractor becomes insolvent, breaches the City's security requirements, fails to maintain any certificate or license required for performance of the Services, or as provided in **Exhibit A**.

Except as provided in paragraph 12 below, in the event of a termination, City shall pay Contractor for the Services performed to the date of termination. Any claim for relief either party may have as a result of a breach by the other shall survive termination of the Contract.

12. **Obligations on Termination.** Upon termination of the Contract for any reason, Contractor shall promptly and peaceably remove itself, its officers and employees from the location in which the Services have been performed. Contractor shall leave City's property and equipment in good condition and repair and in good working order, reasonable wear and tear excepted. If Contractor fails to remove its property, City may, at Contractor's sole expense, remove the same to a public warehouse for storage or retain the same in its own possession. If such property is not claimed by Contractor within 10 days after the termination date, City may sell the same at public auction, the proceeds to be applied first to the expenses of removal, storage and sale, then to any sums owed by Contractor to City, with any balance remaining to be paid to Contractor. If the expenses of removal, storage and sale exceed the proceeds of sale, Contractor shall promptly pay such excess to City upon demand.
13. **City's Right to Act.** In the event Contractor fails to perform any obligation under the Contract, City shall have the right but not the obligation to take the action that Contractor failed to take, after giving at least 10 days' notice to Contractor in advance of taking such action, except in the event of an emergency, as determined by City, in which case no advance notice shall be required. In the event City takes such action, Contractor shall promptly pay to City, upon demand, the sum or sums expended or incurred by City and the value of the service performed by City. Any action taken by City under these provisions shall not constitute a waiver by City of Contractor's default.

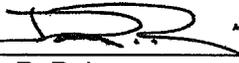
14. Ownership of Work Product.

- 14.1 All tangible or electronic copies of compilations, reports, plans, drawings, techniques, formulas, literature, or other personal property produced or created specifically for City under the Contract ("Work Products") shall be delivered to the City prior to or upon the completion or termination of the Services and shall be the sole and exclusive property of the City. City will preserve the Work Products for a period of not less than six years after termination of the Contract, and will provide Contractor with copies of or access to the Work Products after termination of the Contract upon reasonable request by Contractor or Contractor's agent.
 - 14.2 In addition to ownership of the Work Products, City shall also be the owner of all copyrights, if any, existing in any Work Product under the federal copyright act except for those rights of attribution and integrity described in 17 USC 106A.
 - 14.3 With the exception of Work Products that incorporate City's databases or City's confidential information, Contractor may retain and display copies of any Work Product for marketing or demonstration purposes, and Contractor shall have the right to make derivative products based on a Work Product, but Contractor may not sell or commercially exploit any Work Product or reproduction of a Work Product.
 - 14.4 Nothing in this Section 14 is intended to appropriate to City any personal property not created for City under the Contract or any property used or incorporated into a Work Product that was owned by Contractor or a third party prior to its use for the Services or that is merely a minor development or enhancement of Contractor's pre-existing proprietary process, formula or technology.
 - 14.5 City shall remove Contractor's name and trademarks, if any, from any copy of a Work Product that is modified except when modified by Contractor, and Contractor shall have no responsibility for any modification of a Work Product that is not made under Contractor's supervision.
15. **Compliance with Laws.** Contractor shall comply with all applicable Federal, State and local laws, rules, ordinances and regulations at all times and in the performance of the Services, including all applicable provisions of **Exhibit A**.
16. **Severability.** In the event that any covenant, condition or provision of the Contract is found to be invalid by any court of competent jurisdiction, the invalidity of any such covenant, condition or provision shall in no way affect any other covenant, condition or provision of the Contract.
17. **Non-Waiver.** Waiver by either party of strict performance of any provision of the Contract shall not be a waiver of, nor prejudice the party's right to require, strict performance of the same provision or any other provision of the Contract in the future.
18. **Notices.** Any notices permitted or required by the Contract shall be deemed given when personally delivered or upon deposit in the United States mail, postage fully prepaid, certified, return receipt requested, addressed to the parties at the address designated in paragraph 4, or such other address as either party may provide to the other by notice given in accordance with this provision.

19. **Attorney Fees.** In the event of any action to enforce or interpret the Contract, the prevailing party shall be entitled to recover from the losing party, in addition to costs and disbursements allowed by the court, reasonable attorney fees incurred in the proceeding, as set by the court, at trial, on appeal or upon review. Such fees shall include an amount estimated by the court to be incurred by the prevailing party in realizing upon any judgment or enforcing any decree.
20. **Integration; Amendments.** The Contract embodies the entire agreement of the parties. There are no promises, terms, conditions or obligations other than those contained herein. The Contract shall supersede all prior communications, representations or agreements, either oral or written, between the parties. The Contract shall not be amended except in writing, signed by both parties.
21. **Interpretation; Governing Law.** The Contract shall be governed by and interpreted in accordance with the laws of the State of Oregon. The parties do not intend to confer on any third party any rights under the Contract.
22. **Jurisdiction and Venue.** All actions relating to the Contract shall be tried before the courts of the State of Oregon to the exclusion of all courts which might have jurisdiction apart from this provision. Venue in any action shall lie in the Circuit Court of Lane County, Oregon.
23. **No Third Party Beneficiaries.** There are no third-party beneficiaries of the Contract. The parties agree and intend that the Contract shall be enforceable only by the parties and their duly authorized representatives.
24. **Survival.** Any duty, liability or obligation of a party which arises under the Contract, including without limitation, obligations with respect to indemnification, shall survive the termination or expiration of the Contract and shall be legally enforceable until satisfied by performance or payment, or until enforcement is legally precluded by lapse of time.
25. **Contractor Certifications.** Pursuant to ORS 305.385, Contractor hereby certifies that it is not in violation of any tax laws as defined in ORS 305.380. If Contractor is other than one or more individuals who have signed below, the individual(s) signing on behalf of Contractor hereby further certifies and swears under penalty of perjury and warrants to City that: (a) the full legal name and status of Contractor are as set forth in the caption to this Agreement, and (b) s/he is authorized to execute and deliver this Agreement and the Contract to City of behalf of, and as the act of Contractor.

CITY OF EUGENE

CONTRACTOR

By: 
 Jon R. Ruiz
 City Manager

By: 
 Cary Lieberman
 Executive Director

Date: 6/28/12

Date: 6/27/12

EXHIBIT A

**CITY OF EUGENE - STANDARD CONTRACT PROVISIONS
Contracts Subject to ORS Chapter 279B
Goods and Services including Personal Services
OTHER THAN Architects, Engineers, Land Surveyors on Public Improvements**

The following provisions, if applicable, are hereby included in and made a part of the attached contract between the City of Eugene and the Contractor named thereon as provided for in the Eugene Code, 1971, the revised statutes of the State of Oregon, and Federal laws, rules, regulations, and guidelines. THE CONTRACTOR AND EVERY SUBCONTRACTOR SHALL INCLUDE THESE PROVISIONS IN EVERY SUBCONTRACT SO THAT THESE PROVISIONS WILL APPLY TO, AND BE BINDING ON EVERY SUBCONTRACTOR. Failure to comply with any of the applicable provisions below shall be a material breach of the contract and may result in debarment of the Contractor or subcontractor from City contracts for up to three (3) years.

1. Fair Employment Practice Provisions (Eugene Code, 1971, Section 4.625)

1.1 During the performance of this contract, the Contractor agrees as follows:

(a) The Contractor and each subcontractor agrees that it will not discriminate against any employee or applicant for employment because of an individual's race, religion, color, sex, national origin, marital status, familial status, age, sexual orientation or source of income, a juvenile record that has been expunged pursuant to ORS 419A.260 and 419A.262, or because an individual is a person with a disability which, with reasonable accommodation by the employer does not prevent the performance of the work involved, unless based upon a bona fide occupational qualification reasonably necessary to the normal operation of the employer's business.

(b) The Contractor and all subcontractors employing 15 or more individuals will develop and implement an affirmative action plan to insure that applicants are employed, and that employees are treated during employment, without regard to their race, color, sex, age or national origin. Such plan shall include, but not be limited to the following: employment, upgrading, demotion, transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship.

(c) The Contractor and each subcontractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Human Rights Commission setting forth the provisions of this nondiscrimination clause.

1.2 The Contractor and each subcontractor will, prior to commencement and during the term of the contract, provide to the City such documentation, and permit any inspection of records as may be required or authorized by rules adopted by the city manager to determine compliance with paragraph 1.1 above.

1.3 If upon an investigation conducted pursuant to rules adopted by the city manager in accordance with section 2.019 of the Eugene Code, 1971 there is reasonable cause to believe that the Contractor or any subcontractors of the Contractor have failed to comply with any of the terms of paragraphs 1.1 or 1.2, a determination thereof shall be made in accordance with the adopted rules. Such determination may result in the suspension, cancellation or termination of the principal contract in whole or in part and/or the withholding of any funds due or to become due to the Contractor, pending compliance by the Contractor and/or its subcontractors, with the terms of paragraphs 1.1 and 1.2.

2. ORS 279A.120 Nonresident Contractors.

2.1 As used in this section, "nonresident contractor" means a contractor that: (A) has not paid unemployment taxes or income taxes in the state of Oregon during the 12 calendar months immediately preceding submission of the bid for the contract, (B) does not have a business address in this state and (C) stated in the bid for the contract that it was not a "resident bidder" under ORS 279A.120.

2.2 If the Contractor is a nonresident contractor and the contract price exceeds \$10,000, the Contractor shall promptly report to the Department of Revenue on forms to be provided by the Department of Revenue the total contract price, terms of payment, length of contract and such other information as the Department of Revenue may require before the Contractor may receive final payment on the public contract. The City may not award a Public Improvement Contract or a Public Works Contract to a nonresident bidder that is an educational service district. The City shall satisfy itself that the requirement of this subsection has been complied with before the City issues a final payment on a public contract.

3. ORS 279B.220 Conditions concerning payment, contributions, liens, withholding. The Contractor shall:

(a) Make payment promptly, as due, to all persons supplying to the contractor labor or material for the performance of the work provided for in the contract.

(b) Pay all contributions or amounts due the Industrial Accident Fund from the contractor or subcontractor incurred in the performance of the contract.

(c) Not permit any lien or claim to be filed or prosecuted against the state or a county, school district, municipality, municipal corporation or subdivision thereof, on account of any labor or material furnished.

(d) Pay to the Department of Revenue all sums withheld from employees under ORS 316.167.

4. **ORS 279B.225 Condition concerning salvaging, recycling, composting or mulching yard waste material.** If the contract will include lawn and landscape maintenance the Contractor shall salvage, recycle, compost or mulch yard waste material at an approved site, if feasible and cost-effective.
5. **ORS 279B.230 Condition concerning payment for medical care and providing workers' compensation.**
 - 5.1 The Contractor shall promptly, as due, make payment to any person, copartnership, association or corporation furnishing medical, surgical and hospital care services or other needed care and attention, incident to sickness or injury, to the employees of the contractor, of all sums that the contractor agrees to pay for the services and all moneys and sums that the contractor collected or deducted from the wages of employees under any law, contract or agreement for the purpose of providing or paying for the services.
 - 5.2 All subject employers working under the contract are either employers that will comply with ORS 656.017 or employers that are exempt under ORS 656.126.
6. **ORS 279B.235 Condition concerning hours of labor.** The contractor shall pay employees for overtime work performed under the public contract in accordance with ORS 653.010 to 653.261 and the Fair Labor Standards Act of 1938 (29 U.S.C. 201 et seq.).
7. **ORS 279B.240 Exclusion of recycled oils prohibited.** Lubricating oil and industrial oil may include recycled oils or oils that are not manufactured from virgin materials.
8. **ORS 279A.110 Discrimination in subcontracting prohibited; remedies.**
 - 8.1 The Contractor may not discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a minority, women or emerging small business enterprise certified under ORS 200.055.
 - 8.2 By entering into the contract, the Contractor certifies that it has not discriminated and will not discriminate, in violation of subsection 8.1, against any minority, women or emerging small business enterprise in obtaining any required subcontract.

EXHIBIT B
Requirements/Specifications from RFP 2012200082
and Addenda 1 and 2

IV. REQUIREMENTS / SPECIFICATIONS

Through this Request for Proposal (RFP), the City of Eugene (City) seeks to establish a contract for public shelter and adoption services, to include animal shelter, adoption and related services for companion animals. "Companion animals" include dogs, cats, small pets such as rabbits, hamsters, guinea pigs, and other legally domesticated animals, but does not include livestock, exotic animals, feral animals or wildlife.

The City of Springfield and Lane County are authorized to purchase from the resultant contract as Purchasing Contracting Agencies if they so elect. Each jurisdiction will be responsible for the negotiation of their own agreement with the selected Contractor. In regard to Purchasing processes and procedures outlined in previous and subsequent sections, "City" shall mean only the City of Eugene, acting as the main and administering contracting agency for this solicitation.

1.0 INTRODUCTION

Lane County Animal Services (LCAS) currently provides animal code enforcement and field services, dog licensing, shelter, adoption and related services to Lane County and the City of Eugene. LCAS also currently provides only shelter, adoption and related services to the City of Springfield. Projected budget shortfalls have led the jurisdictions to determine that LCAS cannot sustain its existing service model, which currently is supported through funding from Lane County and through contracts with the cities of Eugene and Springfield.

Each jurisdiction is committed to maintaining a high standard for animal safety and welfare and to continuing to provide animal services in our community. These services will be transitioned from the current service model to one in which Lane County, City of Springfield and the City of Eugene are each individually responsible for their own animal code enforcement and field services, licensing and related services, while shelter, adoption and related services will be obtained under separate contracts between each jurisdiction and a community partner. The existing public shelter facility at 3970 W. 1st Ave. in Eugene will be available for use by the new contractor of the public shelter and adoption program. Current animal services, including code enforcement, field services, dog licensing, shelter, adoption and related services, will continue throughout the transition, which will be implemented beginning July 1, 2012.

The City of Eugene currently distributes low-income spay/neuter vouchers to eligible city residents and operates a low-cost spay and neuter clinic located in the LCAS public shelter and adoption facility, voucher administration and services provided by the City Spay/Neuter Clinic are not part of the transition plan and are not included in this Request for Proposals.

Additional information regarding current services may be accessed from the following websites:

- www.eugene-or.gov/animalservices
- <http://www.lanecounty.org/Departments/HHS/LCAS/Pages/default.aspx>

2.0 HISTORICAL DATA

The following data is a summary of monthly LCAS reports on actual impoundments for each jurisdiction for fiscal year 2010 (FY10) and 2011 (FY11). This data can be used to estimate the approximate number of animals that each jurisdiction may require to be sheltered in FY13.

		FY10 Impounds	FY11 Impounds
Eugene	Cats	465	394
	Dogs	648	614
	Other Animals*	39	23
	Eugene Total	1152	1031
Spfld.	Cats	27	7
	Dogs	264	258
	Other Animals*	4	1
	Spfld. Total	380	266
Lane Co.	Cats	168	225
	Dogs	383	364
	Other Animals*	4	7
	Lane Co. Total	555	596

**"Other Animals" include companion animals other than dogs and cats as well as livestock. Livestock, exotics, ferals and wildlife will not be included in the scope of work of the contracts that results from this solicitation.

3.0 SHELTER AND ADOPTION FEES

Shelter and adoption fees are to stay consistent with current fees established by LCAS for the first contract year and may be reviewed by Contractor and jurisdiction on an annual basis. Current fees are listed in the table below:

Activity	Fee per Incident or Activity
First Impoundment Incident*	\$25.00
Second Impoundment Incident	\$50.00
Third and Subsequent Impoundment Incidents	\$100.00
Daily Care Per Day Maximum	\$12.00
Dog Adoption	\$130.00
Cat Adoption	\$90.00

*If a dog is displaying a current license, and is redeemed by owner within the first business day and it is the first time within a 12 month period there are no impound fees.

4.0 EXISTING PUBLIC SHELTER FACILITY

The existing public shelter facility at 3970 W 1st Avenue may be used by the awarded contractor. Contractor will be responsible for electricity, water, garbage and other utility costs, janitorial services, routine maintenance and repair of the interior of the premises, including all interior walls, doors, ceilings, floors, re-lamping of fixtures, interior and exterior glass, windows and fixtures cleaning, as well as routine maintenance of the landscape in accordance with the City of Eugene Integrated Pest Management program. However, capital and preventative maintenance for roof, heating and cooling (HVAC) systems, fire and life safety equipment, built-

in appliances, building security systems, general electrical connections, main plumbing and sewer lines, main gas line, electrical wiring, any State of Oregon permitted equipment and load bearing elements of the buildings will not be the responsibility of the Contractor. Monthly utilities currently average about \$2,300 per month. If you are interested in using this facility for the public shelter and adoption program please note this in your proposal.

The facility includes:

- 30 main inside dog kennel runs, 9 extra outdoor kennel runs, 6 separate exercise/ meet and greet yards, 3 inside isolation kennel runs for health needs.
- 40 cat cages and 10 extra isolation cat cages for health issues.
- Office space.
- 1 lawn mower and several water hoses.
- A small industrial dishwasher for pet bowls.
- Brand new industrial Wascomat washer and dryer.

The optional pre-closing meeting at the public shelter at 9:30 a.m. on Monday, April 30, 2012 will give potential offerors the opportunity to tour the facility with jurisdiction staff.

5.0 SCOPE OF SERVICES

The points below describe service expectations based upon current practices and input provided by the public. The awarded contractor shall perform the service in adherence to these guidelines.

5.1 Public Shelter and Adoption Program Operation

- a. Shelter and adoption facilities must be within or a convenient distance from Eugene/Springfield metro area.
- b. Shelter and adoption facilities shall be kept secure.
- c. Contractor will establish convenient public hours of access, including weekend hours.
- d. Animals in the public shelter and adoption program will be treated with care and respect, and provided a clean, comfortable and healthy environment. Programming will be provided to minimize stress levels, and address social and exercise needs. The health and welfare of the animals is a foremost consideration.
- e. The contractor of the public animal shelter and adoption program will develop and follow a clear set of protocols regarding shelter admission and intake procedures, care and welfare of animals, employee conduct and shelter and adoption operations.
- f. The contractor of the public shelter and adoption program will be familiar with the "Guidelines for Standards of Care in Animal Shelters", published by the Association of Shelter Veterinarians.
- g. Employees will have training or experience appropriate to their positions.

5.2 Animal Intake

- a. All companion animals impounded by the contracting jurisdiction and delivered to the public shelter and adoption program shall be accepted.
- b. Stray companion animals delivered to the public shelter and adoption program by residents shall be accepted up to shelter capacity as negotiated with contracting jurisdiction.
- c. Dogs are to be accepted without breed-specific barriers.

- d. Each animal will be assessed upon arrival in regard to physical condition, medical needs and initial behavioral observations.
- e. Veterinary services will be available at the shelter and adoption facility to perform medically necessary treatments within available resources.
- f. Animals will be vaccinated, treated for fleas and worms, and groomed as necessary for the animal's health and comfort.
- g. Animals in medical distress upon pick-up will be treated by the jurisdiction and will be in a medically stable condition before being brought to the shelter and adoption facility. Aftercare will be the responsibility of the contractor.
- h. An animal that is dangerous or potentially carrying highly infectious disease that may threaten the health and safety of other animals or humans may be accepted if suitable quarantine areas are available.
- i. Kittens, puppies and other young animals will be placed in foster settings as soon as possible.
- j. Animals will be assigned housing with consideration for species, sex, whether fertile, medical condition, behavior and temperament.
- k. Animals will be held in accordance with the contracting jurisdictions' codes prior to eligibility for adoption, transfer to another animal welfare agency or placement with a rescue group. Minimum holding requirements are as follows.
 - i. Dogs that are unlicensed or for which the owners is unknown shall be held for 72 hours before being eligible for adoption or transfer.
 - ii. If a dog's owner is known, the owner must be notified within 24 hours and the dog must be held for 120 hours after notification to the owner before being eligible for adoption or transfer.
 - iii. Holding requirements for cats and other animals is 72 hours, the same as for unlicensed dogs.
 - iv. Animals classified as potentially dangerous or under legal holds are subject to additional holding requirements.

5.3 Administration

- a. Public shelter and adoption services will be operated according to a program budget within the amount specified in the resultant contract. However, donations and shelter fee and adoption revenues in excess of the projected amount specified in the contract will be revenue to the contractor in addition to the contract amount.
- b. Good recordkeeping and tracking of individual animals in the public shelter and adoption program will be maintained.
- c. Financial accounting of the public shelter and adoption program will be separate from other financial activity of shelter and adoption contractor.
- d. The contractor of the public shelter and adoption program will coordinate with the City to achieve seamless and efficient data management across shelter, adoption, enforcement and licensing programs.

5.4 Community Partnerships and Involvement

- a. Volunteers and foster families will be an important part of the public shelter and adoption program. Participation in the program will be encouraged, and recruitment, screening, training and retention of fostering and shelter and adoption volunteers will be provided by Contractor.
- b. A plan to encourage and receive donations will be developed and maintained by Contractor.

- c. Partnerships with community groups, veterinary service providers, other animal welfare agencies and rescue groups will be developed and maintained by Contractor.

5.5 Euthanasia

- a. Contractor should make every effort not to euthanize any healthy animal.
- b. An average live release rate for dogs and cats of 90% or higher will be the goal of the Contractor.
- c. The shelter and adoption contractor will make reasonable attempts to locate suitable community resources including rehabilitative or training resources, placing the animal with a rescue agency or transferring the animal to another animal welfare agency prior to making a determination to euthanize the animal.
- d. Contractor will develop and follow a clear protocol on the use of euthanasia.
- e. Euthanasia using the most modern and humane method available is to be carried out by certified Euthanasia Technicians under the provisions established by Oregon law.

5.6 Customer Services

- a. Good customer service is a priority.
- b. Public lost and found reporting opportunities will be provided.
- c. Dog license sales and distribution of low-income spay/neuter vouchers will be provided as a service if the contracting jurisdiction requires the Contractor to do so. License and voucher programs will be administered by the contracting jurisdiction, which will provide licenses and vouchers to Contractor for sale or distribution. Revenue from license sales will be remitted to the contracting jurisdiction as specified in the contract.

5.7 Adoption, Placement or Transfer of Animals

- a. Every reasonable effort shall be made to identify each animal's owner and return the animal to its owner prior to release of the animal through adoption, placement with a rescue agency or transfer to an animal welfare agency.
- b. An animal that has been released from the public shelter and adoption program through adoption will no longer be the responsibility of the public shelter and adoption program.
- c. Adoption is to be promoted through a variety of outreach strategies including advertising, internet and offsite events.
- d. Cats and dogs are to be spayed or neutered and microchipped as a condition of adoption.
- e. Adult dogs within Lane County are to be licensed prior to release from the public shelter and adoption program. Licenses will be provided by the contracting jurisdiction.
- f. The contractor will notify the contracting jurisdiction if any animals that are transferred to another animal welfare agency, foster family or placement with a rescue agency are deemed to be non-adoptable and/or will be euthanized for any reason to determine if the animal should be returned to the public shelter and adoption program.

5.8 Reporting Requirements

- a. Contractor will maintain data management and use of appropriate software to allow for effective data management in cooperation with contracting jurisdiction.
- b. Monthly reports on the public shelter and adoption program's activities and disposition of animals will be made by Contractor to contracting jurisdiction and will

be available to the public. Reports will including the following data for dogs, cats and other animals:

- Number of impounded animals received from animal code enforcement and field services
 - Number of stray animals accepted from residents
 - Number of animals returned to owners
 - Number of animals adopted
 - Amount of shelter and adoption fees paid
 - Number and destinations of animals transferred out of shelter to other animal welfare agencies or placed with rescue groups
 - Number of animals stolen
 - Number of animals that are dead upon arrival
 - Number of animals that died while in care of the shelter
 - Number of animals euthanized and reason for euthanasia
 - Live Release Rate
 - Summary of donations received
 - Number of volunteer hours contributed
 - Other data as requested
- c. In coordination with the contracting jurisdiction, Contractor will provide current content for Contractor managed website to provide timely public access to information concerning public shelter, adoption and related services. This will include a lost and found register, information on unclaimed animals and animals available for adoption, transfer or placement, monthly data reports, opportunities for volunteer and fostering animals, and other information.

6.0 CONTRACT

The initial contract term will be for a two (2) year period with a review of contract terms and conditions at twelve months. The contract may be extended for four additional one year periods upon mutual written agreement, for a total potential contract period of six (6) years. The proposed City of Eugene sample personal services contract is included in Section IX of this RFP. The sample contract contains terms and conditions including insurance requirements.

7.0 CONTENT OF PROPOSALS

In response to this Request for Proposals, Offerors should fully answer each question in the items listed below, giving complete information regarding current and relevant references. Answers will be evaluated and scored as outlined in section V, Proposal Submittal Requirements. Please restate the question before stating the answer in your written response.

1. Structure of Agency, Experience and Qualifications:

- a. Name of agency, address, telephone number.
- b. Please describe the structure and organization of your agency.
- c. Is your agency a registered 501(c) (3) organization, public agency, or a private entity?
- d. How many years has your agency been in operation?
- e. How many personnel does your agency employ?
- f. Describe your agency's experience running an animal shelter facility.
- g. Describe your agency's experience providing adoption services.
- h. Relay your agency's experience interacting with:
 - i. public agencies,

- ii. volunteers, and
- iii. agencies and individuals concerned with the welfare of animals.
- i. Name the person or persons who would be directly responsible for the City of Eugene's account and describe their experience and qualifications.
 - i. Discuss their qualifications, prior experience and ability to facilitate complex contractual service needs.
- j. Provide qualifications and experience of other personnel in your agency whom you consider "key" staff that would be assigned to provide the services. Describe their roles and duties.
- k. If a registered 501(c)(3) organization, provide your agency's Form 990 for the last two years. If your agency is not a 501(c)(3), provide financial data for the last two years in the form of tax forms or annual reports. If this information is not available, provide written explanation of why it is inaccessible.
- l. What are your live release rates for the last two years? If you do not have these rates for the last two years, explain why.
 - i. How do you calculate your live release rates?

2. Operations and Reporting

- a. Facilities:
 - i. If you are interested in utilizing the current public shelter facility, please describe how it will be utilized and plans for routine, day to day operational maintenance and minor repairs.
 - 1. If you will be using other facilities in addition to the public shelter facility, state the locations and describe the additional facilities.
 - ii. If you are not interested in utilizing the current public shelter facility, state the locations and describe the facilities that will be utilized.
- b. How will your agency provide additional shelter and adoptions services capacity required by potential agreements with City of Eugene, City of Springfield and Lane County? Include information on physical shelter capacity and staffing.
- c. Describe how your agency will accomplish the following goals while operating shelter facilities under contract with the jurisdiction:
 - i. Treating the animals with respect and making their health and welfare a foremost consideration.
 - ii. Providing the animals a clean, comfortable and healthy environment.
 - iii. Addressing the animals' social and exercise needs.
 - iv. Maintaining a low stress facility for the animals.
- d. How will you create a comfortable environment for potential adopters, volunteers and staff?
- e. Describe your agency's ability to euthanize and dispose of euthanized animals.
- f. What level of access will you have to a qualified veterinarian and veterinarian technician?
 - i. What hours will they be available at the facility?
 - ii. If there will not be access to a veterinarian or veterinarian technician at the facility, how will animals be assessed physically upon arrival and cared for medically while in your care?
- g. Will your business be able to accommodate convenient public access hours of operation, including weekend hours? Relay your intended hours of operation.
- h. Detail your timeline for implementation of the services outlined in the specifications if awarded the contract.
- i. What is your capacity to quarantine animals for observation, and what procedures will you use to track custody location, changes in physical condition,

and human or other interactions for any animals held as evidence in criminal cases, including abuse, neglect, or vicious animal cases?

- j. Describe how your agency will provide public accountability for the disposition of animals sheltered under the agreements with City of Eugene, City of Springfield and Lane County.
- k. What software application or other information systems will you use to track animals sheltered and adopted? Describe its ability to allow for public access to view and post lost & found animals, and view adoptable animals and disposition of sheltered animals.
- l. Describe how your agency will keep a detailed inventory of animals, including but not limited to individual identifying code or name, date of intake, type, breed, sex, whether fertile, license if any, microchip information if any, vaccination records, from whom received, owners name if known, notation of animal code citations, medical or rehabilitate treatments provided, and whether adopted, transferred, placed with a rescue agency or euthanized, as well as reason for disposition.
- m. Describe your capability and experience in providing monthly electronic reports consistent with the required data described in 5.8 Reporting Requirements, item b starting on page 12 of this solicitation.
- n. Relay your strategy for providing public transparency within operations.

3. Service Approach:

- a. What is your agency's animal care, sheltering and adoption philosophy?
 - i. Describe how your agency plans to implement a "save adoptable animals" philosophy in shelter operations. For more information on the "save adoptable animals" approach, refer to the Save Adoptable Animals report under Shelter Reports on the following LCAS site:
<http://www.lanecounty.org/Departments/HHS/LCAS/Pages/default.aspx>
- b. Describe the animal rehabilitation programs your agency would use while providing services. Include medical and behavioral rehabilitation programs.
- c. State how you would screen adoption families.
- d. How will you encourage and advertise adoption opportunities?
- e. Discuss how your agency will transition adoptable animals to their new homes.
- f. What approach would your agency take on the fostering of animals?
- g. Does your agency have experience working with companion animals including cats, dogs and small animals? Are there companion animals for which your agency would not be able to provide services?
- h. Disposition of the animals will be at the discretion of the public shelter program contractor. What criteria will you use to determine suitability of an animal for adoption, transfer to other animals welfare agencies, placement with rescue groups or euthanasia?

4. Community Involvement

- a. How would you engage with and provide outreach to the community at large?
- b. Describe your agency's use of volunteers, foster homes and work with rescue organizations.
- c. How will you recruit, train and utilize community volunteers and foster families?
- d. How will you develop and maintain community partnerships with other animal welfare organizations, rescue groups.
- e. How will you screen foster families before placing animals with them?
- f. Do you have a current foster and volunteer base? If so, how many contacts are within each?

5. Cost Proposal

The City is requesting three separate cost proposals; one for the City of Eugene, one for City of Springfield and one for Lane County. The City will score pricing provided for the City of Eugene only. The remaining two cost proposals shall be provided for informational purposes and to inform the Purchasing Contracting Agencies in the event that they wish to establish contracts based on this RFP. Take into consideration anticipated adoption fees, impound fees and other revenue for the project. If you are planning on utilizing the current public shelter, include any budget implications of the use of this facility.

- a. **City of Eugene:** Provide a base annual cost proposal for public shelter and adoption services for the City of Eugene considering that the City's maximum budget is \$310,000 annually for animals impounded by the City or brought to the shelter by Eugene city residents. The City intends that the shelter and adoption program contractor will retain all shelter and adoption fees paid for animals that originated from the City of Eugene as additional compensation to the contractor of the public shelter and adoption program. Based on 2010 and 2011 data, average annual shelter and adoption fee revenue was \$50,000.
- b. **Lane County:** Provide a base annual cost proposal for shelter and adoption services for Lane County considering that the County's maximum budget is \$115,400 for animals originating from unincorporated Lane County, whether impounded by Lane County or brought into the shelter by unincorporated Lane County residents. Lane County intends that shelter and adoption program will retain all shelter and adoption fees paid for animals originating in unincorporated Lane County as additional compensation to the contractor for the shelter and adoption program. Based on 2010 and 2011 data, average annual shelter and adoption fee revenue was \$29,700. Contractor will be responsible for developing sheltering and adoption contracts with other Lane County cities.
- c. **City of Springfield:** Provide a base annual cost proposal for shelter and adoption services for the City of Springfield considering that the City's maximum budget is \$48,000. The City intends that the shelter and adoption program contractor will accept found dogs from the City of Springfield's animal control officer(s) or other police department staff, with an agreed upon daily rate in addition to the contract for cats, should a need for emergency shelter arise. The provider may also charge reasonable shelter or adoption fees upon release of an animal to a Springfield city resident as additional compensation. Based on 2010 and 2011 data, average annual shelter and adoption fee revenue was \$14,500.

If a proposal exceeds maximum available budgets, it may still be submitted for evaluation. The individual jurisdictions reserve the right to negotiate services, cost and contract terms and conditions.

If necessary, contracts will be negotiated as applicable with Oregon Revised Statutes 236.605-236.640, Transfer of Public Employees. The cost proposals submitted by offeror should not include cost implications of this statute. If this statute is applicable to your agency and your agency is selected for award, the jurisdictions will negotiate any extra cost in addition to the cost proposals during negotiations.

6. **Contractor's Efforts toward Sustainability.** The City of Eugene is interested in products and services that have a reduced impact on human health and the environment

and that more fully support communities and economies when compared to competing products and services serving the same purpose.

- a. Report on your performance in any areas that are relevant to your agency's operations and services. Offerors may include existing reports or other company materials which demonstrate sustainability efforts. Suggested categories include:
 - Green office and energy efficiency practices
 - Community engagement
 - Support for underserved populations
 - Sustainable material sourcing
 - Waste reduction and prevention (including waste management plans and reduce, reuse, and recycle tactics)
 - Water conservation measures
 - Alternative transportation practices
 - Mission-related sustainability practices/ Sustainable business policy
- b. Discuss how your agency's efforts might be incorporated into or benefit the work performed for the City.

For more information regarding sustainability in procurement, please refer to the City's Sustainable Purchasing website at <http://www.eugene-or.gov/sustainpurch>.



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www.eugene-or.gov/purchasing

May 1, 2012

TO: All Qualified Offerors
FROM: Heather Nelson, Purchasing Analyst
SUBJECT: Request for Proposals No. 2012200082 Public Animal Shelter and Adoption Program

ADDENDUM #1

The solicitation referenced above is amended as follows:

1. Attached to this Addendum as Attachment A are pertinent questions raised at the RFP pre-closing meeting and answers and statements provided by Lane County, and the Cities of Eugene and Springfield. This document and the clarifications contained therein are hereby incorporated into the RFP in its entirety.

All other terms, conditions and specifications of this solicitation remain unchanged.

Questions regarding this Addendum or solicitation should be addressed to Heather Nelson, City of Eugene, Purchasing, 100 West 10th Avenue, Suite 400, Eugene, OR 97401, telephone (541) 682-5056 or fax (541) 682-6233.

cc: RFP File

Addendum #1, Attachment A

The following are questions posed and statements made at the pre-closing meeting held on April 30, 2012. All answers and statements made below are hereby incorporated into the RFP and considered clarifications and/or modifications to the specifications.

Statements by jurisdiction staff:

- The shelter and adoption facility at 3970 W 1st Avenue is co-owned by the City of Eugene, Lane County and the City of Springfield. Lane County has been managing the facility, but the City of Eugene will take over the capital maintenance and management of the facility when the shelter and adoption services transition.
- The modular building on the east side of the facility will not be available for use and will be removed from the property.
- The dog kennels, kennel runs, and isolation rooms and volunteer check in area floors will be repainted in May. Businesses are donating materials and volunteer labor.
- Small equipment used in day-to-day care and including animal toys, scale in the intake room, landscaping implements, tools, and remaining animal food will remain at the facility for the contractor's use.
- All four storage sheds will stay and be available for use by the contractor.
- The City of Springfield currently only has a contract with LCAS for the care of dogs. Cats are not often admitted and when they are, LCAS bills Springfield at an agreed upon daily rate. The City of Springfield has a return to owner program and does not allow Springfield citizens to drop off animals at the shelter and adoption facility. Only enforcement staff will drop off animals. The City of Springfield intends to continue this set up with the awarded contractor.

Questions and Answers:

Question: What is the square footage of the City of Eugene Spay & Neuter Clinic?

Answer: The shelter permanent structures have an entire area of 6,760 square feet. This includes the City of Eugene Spay & Neuter Clinic's area of approximately 700 sq. ft.

Question: What is the total acreage of the property? Is there land available for use to create a small walking path?

Answer: The property is about 2 acres. The shelter facilities are located on the northern 1.3 acres of the property. These facilities includes public parking, structures with space for shelter administration, cattery, dog kennel, support functions, and the City of Eugene Spay & Neuter Clinic, outdoor exercise spaces, separate storage structures and service yard. The southern 0.7 acres of the property is an undeveloped wooded area that would be suitable for dog walking and exercise paths.

Question: What hours is the City of Eugene Spay & Neuter Clinic open?

Answer: The clinic is open:

Tuesday through Friday	1:00 to 5:30 PM
Saturday	10:00 AM to 5:30 PM
(Closed 12:30 - 1:00 PM for lunch)	

Question: How will utilities be paid and distributed between the shelter and adoption contractor and the City of Eugene Spay & Neuter Clinic?

Answer: Electrical and water services are provided by EWEB. Natural gas service is provided by Northwest Natural. Other utilities include stormwater, wastewater and garbage services. Currently, utilities are billed to Lane County, and the City of Eugene Spay & Neuter Clinic pays a pro-rated share of billed costs. Upon transfer of facility management to the City of Eugene, whether the utilities are billed to the City of Eugene or to the sheltering and adoption service provider will be negotiated with the new provider. In either case, pro-rated sharing of billed utility costs between the Spay & Neuter Clinic areas and other areas will be continued and remain transparent.

Question: Will the jurisdictions require an area at the shelter and adoption facility for enforcement or administrative duties?

Answer: No, neither officers nor dispatch staff will be stationed at the shelter and adoption facility. The City of Springfield animal control officer currently uses the intake room to administer vaccinations, administer flea medication and enter information on the computer. This currently takes 10-40 minutes per intake.

Question: Will the office furniture remain?

Answer: The current office furniture will be removed.

Question: Will the phone system be in place?

Answer: The current phone system will not remain; however, the City of Eugene will ensure that a phone system is in place for the contractor. This includes access at the plug in. Contractor will be responsible for providing telephone equipment.

Question: If a contract cannot be established with all three jurisdictions, will the shelter facility at 3970 W 1st Avenue still be available for the contractor's use?

Answer: Yes. If a contract is established by any of the three jurisdictions through this RFP, the facility will be available for use by the contractor.

Question: Can the contractor have more control over the adoption fees, especially in relation to offering discounts?

Answer: The shelter and adoption fees listed within the RFP should be considered maximum fees. The contractor may provide discounts.

Question: Will animals currently housed at the shelter and adoption facility be transitioned over to the contractor?

Answer: Yes. All animals in current LCAS care will be transitioned to the contractor's care.

Question: Is there the potential for renovation of the facility?

Answer: There are no current plans for renovations.

Question: Is the barking an issue with neighboring property owners?

Answer: No.

Question: Will the City of Eugene maintain insurance for the current LCAS shelter facility?

Answer: The City of Eugene will maintain all risk property insurance for the facility and publicly-owned contents. The contractor will be responsible for insurance of personal property and equipment owned by the contractor.

Question: Will the City of Eugene rekey the facility and supply a security service?

Answer: Yes. City of Eugene will rekey the facility at 3970 W 1st Avenue and ensure that a security system is in place.

Question: Will the facility be cleaned before the transition?

Answer: The general condition of the building at the time of the transition will be similar to what it is now. The equipment that is not included, and the unusable items will be removed from the building and grounds, and a general cleaning conducted.

Question: Are there any maintenance agreements for any equipment?

Answer: There is a maintenance agreement for the washer and dryer that will be passed on to the contractor.

Question: Will current animal shelter, adoption, and licensing data be available to the contractor?

Answer: Yes. Lane County, the City of Eugene and the City of Springfield will work with the contractor to share database records as contracts are established. The City of Eugene is likely to use PetPoint software to maintain licensing and enforcement records while the City of Springfield uses Pet Tracker. Lane County has a current database system with shelter, adoption and licensing information.

Question: Is it possible to extend the initial and renewal terms of the resultant contract?

Answer: It may be possible to extend the initial term and consolidate renewal terms. Term durations may be discussed during contract negotiations keeping in mind Oregon public contracting and jurisdictional restrictions.

Question: Is it possible to establish one umbrella contract for all three jurisdictions rather than having three separate contracts?

Answer: No. However, the resulting contracts are likely to be similar.



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May 17, 2012

TO: All Qualified Offerors
FROM: Heather Nelson, Purchasing Analyst
SUBJECT: Request for Proposals No. 2012200082 Public Animal Shelter and Adoption Program

ADDENDUM #2

The solicitation referenced above is amended as follows:

1. Attached, as Attachment A, are questions submitted by a potential offeror and answers provided by the Cities of Eugene and Springfield and Lane County. The clarifications contained therein are hereby incorporated into the RFP in its entirety and considered clarifications and/or modifications to the specifications.

All other terms, conditions and specifications of this solicitation remain unchanged.

Questions regarding this Addendum or solicitation should be addressed to Heather Nelson, City of Eugene, Purchasing, 100 West 10th Avenue, Suite 400, Eugene, OR 97401, telephone (541) 682-5056 or fax (541) 682-6233.

cc: RFP File

Addendum #2, Attachment A

1. Question: Under the definition of "Companion Animals," pg 8. Does this include birds, reptiles, amphibians, pigs, chickens, and large animals that may be considered companions? Please define specifically the sheltering requirements for these various animals.

Answer: There is capacity at the current LCAS facility for occasional sheltering of other types of domesticated stray animals, such as rabbits and other small pets, pet pigs or pet goats. Sheltering of companion animals that are not dogs and cats will be a subject of negotiation between each jurisdiction and contractor. Please refer to page 9 in the RFP for the estimated proportion of animals that are not dogs and cats. The City of Springfield contract will only specifically cover dogs. Springfield has requested a specified daily rate for any unusual sheltering requirements (typically cats), but that is not part of the base contract.

2. Question: What is the sheltering and adoption expectation around under-socialized or semi-feral cats? p8, p10 5.2

Answer: The contractor may accept semi-domesticated cats such as barn cats, or kittens young enough to become domesticated. If a cat is not feral, the expectation would be that the contractor use existing resources to adopt out or rescue that cat. Further clarification will be negotiated between the contractor and each jurisdiction.

3. Question: What is the daily "Shelter Capacity" of the facility at 3970 W. 1st Av., for dogs and how is this calculated?

Answer: The current shelter and adoption facility has no stated capacity. There are a fluid number of kennel runs and cages in mid-iso that are sometimes used for cats and other times for dogs.

4. Question: What is the daily "Shelter Capacity" of the facility at 3970 W. 1st Av., for cats and how is this calculated?

Answer: The current shelter and adoption facility has no stated capacity, though LCAS has reserved the right to refuse acceptance of additional cats if space is limited. Capacity has depended on the number of cats, the number of cats needing medical attention and the use of mid-iso at any given time. No calculation has been used by LCAS as there are many nuances to deciding when the facility cannot, in a healthy manner, take in more cats.

5. Question: What is the current average length of stay for animals at LCAS? Please separate cats and dogs when reporting Length of Stay.

Answer: The current average length of stay for dogs is 16 days and 32 days for cats.

6. Question: What is the current average length of stay for dogs that are returned to owner?

Answer: The current average length of stays for dogs returned to owners is two days.

7. Question: 5.2k - On an annual basis, how many animals are sheltered that are classified as potentially dangerous or under legal holds which are subject to additional holding requirements? What is the average length of stay of these types of animals?

Answer: In FY11, 42 dogs were impounded under code violation, with average stays of 22 days.

8. Question: Historically, how many animals are brought in by officers, versus residents? 5.2a. &b.

Answer: In FY11 LCAS officers brought in about 15% of dogs, citizens brought in 58%, and other agencies brought in the remaining 27%. Residents brought in the majority of the cats.

9. Question: 5.2a should include the qualifier "up to shelter capacity as negotiated with contracting jurisdiction." As in 5.2b.

Answer: Agreed. The addition of this qualifier shall be considered a modification to the specifications.

10. Question: Please clarify 5.2g - If an animal in medical distress is picked-up by a resident, and brought to the shelter, will the jurisdiction be providing treatment for the animal? Where will the treatment be provided? How is "medically stable" defined?

Answer: The contractor will be responsible for the care of animals brought to the shelter by residents; whether that care occurs with an "in-house" veterinarian or at an available veterinary care provider. LCAS currently takes all such animals to an available veterinary care provider. LCAS works to locate an owner, and if an owner is found, they are billed for the medical services. These cases are rare and, in the past and as necessary, LCAS has initiated focused fund raising as they occurred. Further detail may be negotiated with individual jurisdictions and the successful offeror. This question does not apply to the City of Springfield as they do not allow residents to drop off animals at the shelter and adoption facility. "Medically stable" will be determined by the emergency veterinary care provider.

11. Question: Please clarify 5.2h. What if suitable quarantine areas are not available? The facility at 3970 W. 1st Av. does not appear to have any suitable medical quarantine areas. Is there an expectation to establish suitable quarantine areas?

Answer: The facility has several runs and cages that are currently used for quarantine purposes. The possibility of establishing additional quarantine areas at the facility can be a subject of negotiation, though the contractor has the right to refuse intake of animals requiring quarantine if there is a lack of quarantine capacity to ensure the health and safety of the facility.

12. Question: 5.2i should be modified to read: "Kittens, puppies and other young animals will be placed in foster settings as soon as possible when deemed appropriate." (Unless the young animals are too young or have medically compromised conditions, they should be transferred or adopted, not held in a foster home.)

Answer: Agreed. This addition shall be considered as a modification to the specifications.

13. Question: What is the expectation around the adoption or transfer of animals with known bite or aggression histories? What about animals that pose public safety, health or infectious disease hazards?

Answer: Expectations depend on the details and validity of the history. For Potentially Dangerous Dogs/Dog Bites (PDD/DB) out of county LCAS has transferred animals to a responsible resource. Inside the county, the adopter or resource must comply with PDD/DB restrictions. If no such resources are secured in a reasonable amount of time, the animal may be euthanized. Immediate euthanasia has occurred when no owner has been available and a dog has, without any provocation, severely bitten a child. Animals who severely harm children have not, under current LCAS direction, been available for adoption and are euthanized for public safety reasons. LCAS has not experienced any infectious disease issues other than FIV. LCAS notes responsibilities of FIV adoptions on the adoption agreement or has a Multnomah County resource who will take FIV cats when able. Current LCAS procedures are acceptable. Further clarifications may be negotiated with individual jurisdictions and the successful offeror.

14. Question: 5.5e should read: "Euthanasia using the most modern and humane method available is to be carried out by a licensed veterinarian or certified Euthanasia Technician under the provisions established by Oregon law."

Answer: Agreed. This addition shall be considered a modification to the specifications.

15. Question: 5.6c This section does not provide for the cost to the contractor for selling licenses. Will provisions be made within the contracts to cover this cost?

Answer: Each jurisdiction will negotiate with the contractor regarding cost of license sales and issuing of spay/neuter vouchers. There should be minimal cost, to the Contractor for selling licenses. All materials, forms, and tags will be provided. The work involves accepting paperwork and fees, and transferring it back to the jurisdiction.

16. Question: 5.7.e Do dogs within Lane County need to be licensed prior to transfer from the public shelter, or just if adopted?

Answer: The contracting jurisdictions have an interest in licensing as many dogs in the community as possible. Dogs adopted from the public shelter or transferred will be required to be licensed. There may be some transfers, such as transfers out of area, when local licensing will not be necessary. Specifics concerning when licensing is not required will be negotiated with the contractor.

17. Question: Please clarify 5.7f - as worded, if it is determined that any transferred or fostered animal needs to be euthanized "for any reason" this section would require that first a call is made to the contractor, who then places a call to the contracting jurisdiction, who then determines (without seeing the animal) whether the animal should be euthanized or returned (perhaps hundreds of miles) to the contractor? Perhaps 5.7f should be modified to read that any euthanasia decisions for animals that are transferred to other animal welfare agencies, rescue organizations or placed into foster should be consistent with the requirements in 5.5a-e.

Answer: The language of 5.7f. can be negotiated so as to achieve the intent of minimizing euthanasia of transferred animals while not imposing an unreasonable administrative burden on the contractor or the contracting jurisdiction.

18. Question: The RFP indicates that cost implications related to statute 236.605-236.640 should not be included in the proposal, and that if the statute is applicable, the jurisdictions will negotiate any extra cost. Can it be assumed that any potential legal costs resulting from the award would also be covered? (p16)

Answer: The current RFP states that if the statute applies that the jurisdictions will negotiate extra costs related to the statute in addition to the cost proposals submitted by the offeror. The intent of this statement was that, if the selected offeror is required to hire Lane County employees at current wages and benefits, the jurisdictions would negotiate pay for the increased employee costs. If the offeror wants to raise an issue of legal costs during the negotiations, it has that right. If offeror does so and is not satisfied with the negotiations, it also has the right to choose to not proceed. If the offeror chooses to fight the determination that 236.605-236.640 is applicable, that would not be covered in the jurisdictions' cost.

19. Question: Will there be an opportunity for a final walk-through of the facility at 3970 W. 1st Av. before possession of the facility? The intent of the walk-through would be to identify health and safety hazards that may need to be remedied before possession, as well as to identify operational supplies and equipment that may be necessary to perform the services requested.

Answer: Yes, a final walk-through of the facility prior to transition to the contractor will be provided.

20. Question: Can a more detailed animal care related equipment and supply list be provided? Food dishes, exam tables, medical equipment and supplies, medications?

Answer: The current facility has a healthy supply of food and water dishes. Medical items can be itemized closer to the time of transition. Unused medication and other non-exceptional medical supplies can remain at the facility. In addition to items noted in Addendum #1, there are dog houses, collapsible kennels, and dog crates as well as one small exam table. Available equipment and supplies will be pointed out to the successful offeror during the final walk through of the facility.

21. Question: What is the expectation around when full services will be available after the transition if the facility at 3970 W. 1st Av. is used?

Answer: Transition to the new contractor should take place as expediently and seamlessly as possible. Assumption of care of animals in the shelter at the time of transition must be immediate, and acceptance of impounded animals delivered by the contracting jurisdictions' animal welfare officers must begin at the point of transition. However up to several days may be required before full services, including adoption services and acceptance of stray animal from the public (if included in the individual jurisdiction's contracted services), can be provided to the public by the contractor. A specific transition plan will be negotiated between the contractor and the City of Eugene, which will manage the facility.

22. Question: Will provisions be made to provide phones, desks, computers, and other equipment similar to that which is presently being used at the facility? This provision is relevant to the start-up timeline.

Answer: Used office desks, chairs and similar office furniture can be available to the contractor depending on the contractor's needs. The availability of telephones, computers and monitors is being investigated and some equipment may be available. The contracting jurisdictions will negotiate on contractor's needs and availability of furniture and equipment.

EXHIBIT C
Contractor's Response to
RFP 2012200082 (minus tax forms)

Response to
Public Animal Shelter and Adoption Program

Solicitation Number 2012200082



88530 Green Hill Rd.
Eugene, OR 97402
Phone: (541) 689-1503
Fax: (541) 689-5261

1. Structure of Agency, Experience and Qualifications

- a. Name of agency, address, telephone number.

**Greenhill Humane Society
88530 Green Hill Rd
Eugene, OR 97402
(541) 689-1503**

- b. Please describe the structure and organization of your agency

Greenhill Humane Society (Greenhill) is a 501(c)3 non-profit organization. It has a volunteer board of directors, paid staff, and hundreds of volunteers. The vast majority of Greenhill's funding comes from donations.

- c. Is your agency a registered 501(c)(3) organization, public agency, or private entity?

Greenhill is a registered 501(c)3 organization

- d. How many years has your agency been in operation?

Under various names, this organization has been in operation since 1944 (68 years).

- e. How many personnel does your agency employ?

Greenhill currently employs 33 people.

- f. Describe your agency's experience running an animal shelter facility.

Greenhill has been performing sheltering activities since 1944. Greenhill shelters approximately 2,000 animals each year at its facility located at 88530 Green Hill Rd. and through the use of approximately 100 individual volunteer foster homes. On average 150 animals (cats, dogs, and small mammals) are cared for on a daily basis. Greenhill employs a full-time shelter veterinarian who oversees the daily medical and behavioral needs of the animals, and trained staff that perform cleaning, feeding, and other animal care duties. Greenhill also employs a certified dog trainer who oversees behavioral care, enrichment, and training for the sheltered dogs. In addition to these staff positions, Greenhill has a standing Animal Care Committee that consists of staff and volunteer veterinarians that oversee and develop policies regarding the care of sheltered animals. Greenhill has an additional core of approximately 300 regular volunteers who assist in the sheltering activities each month.

The organization is a member of the National Federation of Humane Societies (NFHS), and Greenhill's Executive Director serves on the NFHS Sheltering Best Practices Committee. Greenhill's Executive Director is also a Certified Animal Welfare Administrator, a distinction shared by only three other people in Oregon. Greenhill follows the standards of care as set

forth by the Association of Shelter Veterinarians, and is extensively familiar with the unique facilities, materials, and organizational needs that are required in large-scale animal sheltering.

g. Describe your agency's experience providing adoption services.

Greenhill's goal is to find homes for all of the animals it shelters, and thus adoption services have been a primary component for the organization since its inception 68 years ago. Greenhill shapes much of its facility, communications, processes, and outreach activities around the mission of adopting pets into homes. Greenhill's comprehensive approach to adoption services includes the following efforts:

- **Creating an attractive, safe, clean and welcoming facility, with convenient open hours for public access;**
- **Developing a streamlined process for adoptions that allows for a maximum of information sharing, education, and components centered around "making a good match," while at the same time minimizing other barriers to adoption such as overly burdensome paperwork and unnecessary wait-times;**
- **Holding multiple off-site adoption events within the community throughout the year;**
- **Placing follow up phone calls to see how the pet is settling in with the new family, and to offer any additional assistance if necessary;**
- **Promoting animals available for adoption through every major on-line "petworking" site (petfinder.com, adoptapet.com, petango.com, etc.), on its own website, Facebook, Twitter, YouTube, Craigslist, and monthly eNews (circulated to over 12,000 distinct recipients). Greenhill's on-line promotion of animals includes photos, adoption-friendly text, and video;**
- **Running weekly and monthly advertisements in local papers such as the Register Guard, Eugene Weekly, and Senior Boomer News. KVAL, KMTR, KEZI, and FOX all run weekly Pet of the Week segments featuring animals available for adoption at Greenhill. KDUK, KZEL, KRVM, KUGN also run a weekly Greenhill radio segment featuring a pet available for adoption; and**
- **Assessing sheltered animals for any special medical or behavioral needs prior to making the animal available for adoption, and on an ongoing basis for the duration of the animal's stay. This information is used to care for the animal during its stay at the shelter, as a component for identifying any special outreach necessary to find the right home, and is provided to prospective adoptive families so they can make an informed decision and have any details necessary to continue caring for their new pet.**

h. Relay your agency's experience interacting with:

i. Public agencies

Greenhill works cooperatively with Lane County Animal Services, Linn County Animal Control, Coos County Animal Control, Oakridge Animal Control, Springfield Animal Control, Lincoln County Animal Shelter, Curry County Animal Control, and a number of public animal shelters in California. Greenhill has been transferring in dogs, cats, and small animals from each of these agencies.

Additionally, Greenhill currently has contracts for services with the City of Eugene and Lane County for the spay/neuter of feral and free-roaming cats. In the past, Greenhill has had sheltering contracts with the cities of Springfield and Veneta.

ii. Volunteers

Greenhill has nearly 1,000 individuals who perform volunteer services to support the organization each year. On a monthly basis, 300 volunteers perform over 2,000 hours of service; the equivalent of over 12 additional full-time staff. Volunteers have access to and provide input on nearly every component of operations, from financials to daily animal care decisions. Greenhill employs two full-time individuals to coordinate the volunteer and foster program. The program is structured with multiple training levels and a wide-range of opportunities enabling volunteers to become quickly oriented into any specialized work, providing a valuable volunteer experience.

iii. Agencies and individuals concerned with the welfare of animals

In addition to the public agencies mentioned above, Greenhill regularly interacts with over 40 various non-profit humane societies and animal rescue organizations throughout the region. Greenhill has an on-going partnership with a number of local area veterinarians and the Lane County Veterinary Medical Association. Greenhill is engaged in animal welfare on a national level as well, with active memberships in the National Federation of Humane Societies and the Society of Animal Welfare Administrators. Greenhill has partnered with Best Friends Animal Society, and has in recent years received grants from PetSmart Charities and Neighborhood Cats for its work with feral and free-roaming cats. Locally,

Greenhill regularly works with individuals and groups that are concerned with the welfare of animals. Greenhill's Executive Director has served on the LCAS Advisory Committee since 2008 and been its co-chair for nearly 2 years. Some Greenhill staff are founding members and are active in the Animal Welfare Network of Lane County and participate as volunteers with other animal welfare groups in this community. Everything we do involves people concerned with the welfare of animals. Our approach is to provide the time, transparency, information, and resources required to work with the people while at the same time balancing the needs of the animals.

- i. Name the person or persons who would be directly responsible for the City of Eugene's account and describe their experience and qualifications.

Greenhill's Executive Director, Cary Lieberman, and Greenhill's Assistant Director, Vicki Silvers, would be directly responsible for the City of Eugene's account.

- i. Discuss their qualifications, prior experience and ability to facilitate complex contractual service needs.

Both individuals have extensive management and organizational experience and have had direct experience facilitating and managing large and small contracts and projects. See Exhibit A for Mr. Lieberman's and Ms. Silvers' resumes.

- j. Provide qualifications and experience of other personnel in your agency who you consider "key" staff that would be assigned to provide the services. Describe their roles and duties.

In addition to the individuals mentioned above, other personnel that would be assigned to oversee the services would include:

Gail Schroder, DVM: Dr. Schroder is Greenhill's Director of Shelter Medicine and would oversee animal care related activities under this contract.

Ginny Johnson: Cattery Manager: Ms. Johnson has been Greenhill's cattery manager since 2005. She would oversee training of feline animal care and adoption personnel providing services under this contract.

Kimber Elliott: Kennel Manager: Ms. Elliott has been Greenhill's kennel manager for over a year. She would oversee training of canine animal care and adoption personnel providing services under this contract.

Sandy Dain, CTP: Ms. Dain is Greenhill's Behavior and Training Manager. Ms. Dain would oversee canine behavior and training activities under this contract.

Kristi Chizacky: Ms. Chizacky is Greenhill's Volunteer and Foster Care Manager. She would oversee the volunteer and foster care activities related to this contract.

Ashely Duke, CVT: Ms. Duke has been Greenhill's Customer Service Manager, and presently serves as the Animal Receiving Manager. Ms. Duke will oversee animal transfer activities related to this contract.

Gordon Upward: Mr. Upward is Greenhill's Facilities Manager. He will oversee any routine, day to day, facility maintenance and minor repairs in connection to this contract.

Resumes are included in Exhibit A.

- k. If a registered 501(c)(3) organization, provide your agency's Form 990 for the last two years. If your agency is not a 501(c)(3), provide financial data for the last two years in the form of tax forms or annual reports. If this information is not available, provide written explanation of why it is inaccessible.

Greenhill's Form 990 for Fiscal Years 2010 and 2009 are included in Exhibits B and C respectively.

- l. What are your live release rates for the last two years? If you do not have these rates for the last two years, explain why.

During the year ended June 30, 2011, Greenhill achieved a 90% live release rate for cats, and 99% for dogs. The overall live release rate for this period was 93%. During the year ended June 30, 2010 the organization achieved an 87% live release rate for cats and a 99.5% live release rate for dogs. The overall live release rate for the year ended June 30, 2010 was 92%.

- i. How do you calculate your live release rates?

Live release is calculated based on all animals that are brought to the shelter for sheltering. The formula for calculating live release is Live Out (Adoptions + Transfers + Return to Owner) divided by Total Out (Adoptions + Transfers + Return to Owners + Euthanasia). The number does not include animals that are brought in for owner/guardian requested euthanasia. This method of calculating live release is consistent with the Asilomar Accords (www.asilomaraccords.org).

2. Operations and Reporting

a. Facilities:

- i. If you are interested in utilizing the current public shelter facility, please describe how it will be utilized and plans for routine, day to day operational maintenance and minor repairs.

Greenhill's proposal includes the use of the current public shelter facility to provide the contracted services in a manner consistent with how it is currently being used by LCAS. Intake of stray animals, sheltering, return to owner, adoption, and transfer activities will be conducted at that facility. Animal medical quarantine and behavioral or medical care will be provided at the facility if suitable areas exist. If suitable areas do not exist at that facility, or the facility reaches capacity, animals may be moved into foster, private veterinary care, or transferred to another animal sheltering organization or rescue.

Routine, day-to-day operational maintenance and minor repairs will be overseen by Greenhill's current Facilities Manager. Greenhill expects the contract for sheltering services, if awarded, will clearly articulate Greenhill's responsibilities for facility maintenance and repairs. Greenhill's standards for preventing the spread of disease meet or exceed those outlined in the "Guidelines for Standards of Care in Animal Shelters."

1. If you will be using other facilities in addition to the public shelter facility, state the locations and describe the additional facilities.

Based on the number of animals impounded by LCAS in FY10 and FY11, and the present activities of LCAS, it is anticipated that additional facilities will not be needed in most circumstances. In the event that suitable areas for medical or behavioral care are not available at the facility, or the facility reaches capacity, animals may be moved into foster homes, or to another sheltering organization or rescue group.

- ii. If you are not interested in utilizing the current public shelter facility, state the locations and describe the facilities that will be utilized.

N/A, see above.

- b. How will your agency provide additional shelter and adoptions services capacity required by potential agreements with City of Eugene, City of Springfield and Lane County? Include information on physical shelter capacity and staffing.

Greenhill anticipates an overall decrease in the average length of stay for animals at the facility on 1st Avenue. This will be achieved through an increase in both paid and volunteer staffing focused on animal care, enrichment, return to owner, adoption and transfer activities, and outreach. LCAS' historical data shows a steady decrease in animals being sheltered. This trend, coupled with a decrease in average length of stay should mean that the scope of the requested services can be adequately performed at the current public shelter.

- c. Describe how your agency will accomplish the following goals while operating shelter facilities under contract with the jurisdiction:

- i. Treating the animals with respect and making their health and welfare a foremost consideration.

Greenhill ensures that all staff and volunteers have at their core a respect for animals and a genuine desire to help animals in need. On-going training and oversight is a constant throughout the organization to ensure that best practices for animal care, decision making, and disease control activities are being followed and improved upon when new methods are developed.

Greenhill follows the Association of Shelter Veterinarians "Guidelines for Standards of Care in Animal Shelters," which was written to ensure that animal health and welfare is a primary consideration in sheltering practices. One of the key components to this goal is ensuring that Shelter Capacity is not exceeded. Capacity has various limiting factors including: number of staff and volunteers, physical space constraints of the facility, types and conditions of the animal population, and the rate of adoption, return to owner, or transfer.

Under the combined contracts, Greenhill intends to employ approximately 10 FTE dedicated to animal care activities, and supplement with an additional 4 FTE in volunteer activity. This personnel level will adequately provide for daily animal care and enrichment activities for the animals.

The physical space on 1st Ave. will be used and potentially modified in a manner consistent with best practices for animal sheltering given the limitations of the present structure.

A strong focus will be placed on return to owner and transfer activities. Both activities have a very short length of stay, thus reducing the potential negative impact on the animal and requiring a minimal amount of staff time. Transfers will be made to organizations that have a commitment to saving lives as well as facilities and resources that better address the needs of the animals – including foster care resources, access to medical care, better isolation and quarantine capabilities, a high degree of enrichment activities, and in most cases better opportunities to find adoptive homes. Some adoption activities will also occur at the public shelter, and in order to ensure a minimal length of stay, prospective adopters will be able to place an adoption hold on an animal prior to that animal being released from its required hold time. If the hold time passes, and after the animal is spayed/neutered and micro-chipped, the adopter will be able to immediately adopt the animal.

The types and conditions of the animals that are brought into the shelter will be a less controllable variable. As this proposal is one in which ensuring that health and welfare is a foremost consideration, it is presumed that the contracting jurisdictions will work cooperatively with the shelter to ensure that any stresses to capacity will be resolved through careful coordination and communication.

- ii. Providing the animals a clean, comfortable and healthy environment.

As noted above under 2.c.i., Greenhill follows standard guidelines for animal care. Greenhill intends to utilize the physical space at 1st Ave. in a manner that improves upon the current segregation of species (ex. rabbits, as a prey animal, should not be housed with cats or dogs, being predators), and allows for improved medical treatment and isolation areas. Opportunities will be taken to convert current spaces that have been used for administrative activities into areas focused on animal housing and care, and outdoor spaces will be utilized for animal enrichment and stress reduction. All the while, methods of sanitation will be employed consistent with standard animal sheltering and safety practices. As mentioned previously, every animal will be provided with a significant amount of daily human interaction, ensuring a high level of enrichment through exercise, play, and contact.

iii. Addressing the animals' social and exercise needs.

Daily staffing and volunteer levels will ensure a minimum of 40 minutes of contact time per animal per day. Contact time will include enrichment activities such as play, daily exercise, one-on-one quiet socialization, and medical and behavioral observation or treatments. The enrichment activities will be overseen by Greenhill's current Director of Shelter Medicine and Greenhill's Behavior and Training Manager.

iv. Maintaining a low stress facility for the animals.

As mentioned previously, opportunities will be taken to separate species, decrease length of stay in the shelter, and improve one-on-one human contact with each animal. The needs of each specific animal will be continually monitored during the animal's stay in the shelter, and adjustments will be made as necessary to reduce stress and improve the health and welfare of the individual animal and the sheltered animal population as a whole. Overall, the best way to maintain a low-stress facility is to ensure that the facility doesn't become overcrowded. As mentioned previously, careful coordination and communication with the contracting jurisdictions will be of priority in ensuring this.

d. How will you create a comfortable environment for potential adopters, volunteers and staff?

Many of the same methods for making the environment comfortable for animals help create a comfortable environment for people. The facility will be maintained in a clean and safe condition. As described above, efforts will be made on an ongoing basis to reduce visible signs of stress in the animals, creating a more welcoming environment for visitors. All people will be treated with respect, listened to, and provided with any necessary information in a clear and transparent manner. Potential adopters will be provided with available information about the animals that they are considering, and they will have the time necessary to make thoughtful choices. Volunteers and staff will be oriented to the overall goals of the public shelter, and provided with training specific to their volunteer duties. They will have direct access to any higher-level staff or volunteers and have the ability to access any animal or organizational related information that they desire. It is Greenhill's goal to ensure that staff and volunteers have the resources necessary to be successful at their jobs.

e. Describe your agency's ability to euthanize and dispose of euthanized animals.

Greenhill currently employs licensed veterinarians and certified euthanasia technicians that are trained in the most modern and humane methods available. Greenhill has agreements

with both Rest Assured Pet Cremation and Musgrove Family Mortuary for pick-up, cremation, and disposal of euthanized animals.

- f. What level of access will you have to a qualified veterinarian and veterinarian technician?

Greenhill currently employs a full-time veterinarian as the Director of Shelter Medicine and two part-time veterinarians. The Director of Shelter Medicine will oversee medical care at the public shelter with the possible assistance of the part-time veterinarians if necessary. Greenhill also intends to hire a full-time Certified Veterinary Technician to care for animals at the public shelter.

- i. What hours will they be available at the facility?

The CVT will be at the shelter 40 hours per week. The Director of Shelter Medicine and other veterinarians will be present as necessary. The Director of Shelter Medicine is also available by phone 24/7.

- ii. If there will not be access to a veterinarian or veterinarian technician at the facility, how will animals be assessed physically upon arrival and cared for medically while in your care?

N/A. Both a veterinarian and veterinarian technician will be available.

- g. Will your business be able to accommodate convenient public access hours of operation, including weekend hours? Relay your intended hours of operation.

Yes. It is intended that public access hours to the shelter will be a minimum of 5 days a week from 11am to 6pm. Initially, the days will be Tuesday-Saturday, consistent with the current LCAS days. If the need exists, there is a possibility that 7-day a week access will become available for people coming to reclaim their stray pets. At the very minimum, all animals that enter the shelter system will be visible on a webpage devoted to stray animals shortly after they arrive, and lost/found reports will be able to be submitted electronically at all times. Volunteers, fosters, and transfer partners will have 7-day a week access to the shelter to care for the animals.

- h. Detail your timeline for implementation of the services outlined in the specifications if awarded the contract.

Subject to satisfactory contract negotiations, the condition of the facility, materials and equipment available on-site, and the state of the databases and records, the daily function of caring for the animals present at the facility should be able to start as early as July 1st. If the facility, materials, equipment, or databases are not up to par, it should be expected that

there will be limited public services until the various issues can be resolved. Greenhill will make every effort to implement the services as quickly as possible.

- i. What is your capacity to quarantine animals for observation, and what procedures will you use to track custody location, changes in physical condition, and human or other interactions for any animals held as evidence in criminal cases, including abuse, neglect, or vicious animal cases?

Capacity will be based on the limitations of the facility at 1st Ave. Custody location, changes in physical condition, human or other interactions for all animals held as evidence will be tracked within a PetPoint sheltering database.

- j. Describe how your agency will provide public accountability for the disposition of animals sheltered under the agreements with City of Eugene, City of Springfield and Lane County.

Greenhill will provide monthly reports to the contracting jurisdictions containing the information listed under 5.8b. Additionally, the requested information relating to the animals sheltered will be made available to the public in summary on a monthly, quarterly and annual basis online, and via written report if requested. Public inquiries can be made about the disposition of an individual or groups of animals via phone, email, or in person. All inquiries will be answered in an honest and timely manner.

- k. What software application or other information systems will you use to track animals sheltered and adopted? Describe its ability to allow for public access to view and post lost & found animals, and view adoptable animals and disposition of sheltered animals.

PetPoint will be used for the tracking of all sheltered animal related information. The public will be able to email, phone, or fax in reports of lost or found animals which will be manually entered into the PetPoint database for searching and possible sharing with other PetPoint shelters throughout the region. All animals that enter the shelter as strays will be entered into the PetPoint database, and will be immediately available for public viewing online. As long as the animal is within the public shelter system, its disposition (stray, available for adoption, on hold, etc.) will be visible on the webpage.

- l. Describe how your agency will keep a detailed inventory of animals, including but not limited to individual identifying code or name, date of intake, type, breed, sex, whether fertile, license if any, microchip information if any, vaccination records, from whom received, owners name if known, notation of animal code citations, medical or rehabilitate treatments provided, and whether adopted, transferred, placed with a rescue agency or euthanized, as well as reason for disposition.

All of the information that is noted in 2l. is standard information that will be entered into the PetPoint database for each animal sheltered. Known information will be entered into the database as soon as possible after the animal's arrival at the shelter, or perhaps earlier if

the impending arrival is known. Every subsequent contact point with the animal can then be recorded within the database.

- m. Describe your capability and experience in providing monthly electronic reports consistent with the required data described in 5.8 Reporting Requirements, item b starting on page 12 of this solicitation.

With the exception of volunteer hours, the data that is requested in 5.8b can be easily produced through standard PetPoint reports. Greenhill has been gathering this data for its sheltering facility on Green Hill Rd., and reports much of it on a monthly basis for review by key staff, committees, and the board of directors. Much of the data is also presently made available to the public on a monthly basis, and on an annual basis is posted to Greenhill's website. Greenhill uses Volgistics Volunteer Software to manage volunteers, and would use that software to track and report volunteer hours at the public shelter.

- n. Relay your strategy for providing public transparency within operations.

An organization that relies heavily on volunteers and public support must be completely transparent within its operations. Greenhill achieves this transparency by allowing direct access to staff members or information requested by any concerned individuals. Additionally, Greenhill posts and distributes operational information on a monthly and annual basis and has an outside independent audit conducted annually. This audit is made available on Greenhill's website. For the public sheltering contract, Greenhill intends to be proactive in providing information about operational activities in a timely and public manner. Posting this information to a website on a monthly basis will be just one possible strategy.

3. Service Approach

- a. What is your agency's animal care, sheltering and adoption philosophy?

Greenhill is committed to achieving the highest level of care for the homeless pets in our shelter. To achieve this, the organization follows the guidelines established by the Association of Shelter Veterinarians "Guidelines for Standards of Care in Animal Shelters."

Greenhill has a commitment to reserve euthanasia only for situations involving animals that cannot be safely handled - either because of aggression or contagious disease - or in situations where the animal is suffering and a reasonable level of treatment would not be effective.

- i. Describe how your agency plans to implement a "save adoptable animals" philosophy in shelter operations. For more information on the "save adoptable animals" approach, refer to the Save Adoptable Animals report under Shelter Reports on the following LCAS site:

<http://www.lanecounty.org/Departments/HHS/LCAS/Pages/default.aspx>

Greenhill intends to implement the "save adoptable animals" philosophy in the public shelter operations by bringing forth the sheltering philosophy under which Greenhill currently operates its facility on Green Hill Rd. The highest level of care for sheltered animals will be provided and euthanasia will be reserved only in situations involving animals that cannot be safely handled or in situations where the animal is suffering and a reasonable level of treatment would not be effective.

As mentioned in previous sections, paid staff and volunteers will provide for necessary animal enrichment; medical and behavioral care will be overseen and provided by professional and trained individuals. Safe and sanitary practices will be implemented, and the physical space at the shelter will be used to its best ability to provide necessary animal separation and isolation. When possible, foster-care and off-site treatment and rehabilitation will be provided, and every effort will be made to decrease the length of stay for animals in the shelter. Greenhill will utilize every tool at its disposal to return animals to owners, transfer to organizations that have a commitment to saving lives as well as facilities and resources that better address the needs of the animals, and place animals in adoptive homes.

- b. Describe the animal rehabilitation programs your agency would use while providing services. Include medical and behavioral rehabilitation programs.

Greenhill will provide medical treatment and behavioral rehabilitation necessary in order to either adopt the animal out or transfer the animal to a suitable rescue organization. Medical treatments will include basic care and sterilization, as well as advanced care such as performing necessary dental procedures and surgeries. Behavioral rehabilitation will range from basic skills training to working with shy or under-socialized animals and the rehabilitation of animals with mild to moderate behavioral problems. Medical and behavioral care programs may be limited by available resources, space considerations, and the number of animals requiring specialized rehabilitation at any given time.

- c. State how you would screen adoption families.

All potential adopters will be required to fill out an adoption application and discuss the adoption with animal care staff familiar with that animal. Potential adopters will be required to have a residence, and if renting, verification of the ability to have pets at their residence. See Exhibit D for a sample of Greenhill's current dog adoption application.

- d. How will you encourage and advertise adoption opportunities?

Animals that are available for adoption will be promoted through Pet of the Week segments on radio, television, and in print much as they are presently under LCAS. All animals available for adoption will also be visible online and through adoption sites such as Petfinder, Adopt-a-pet, and Petango. When possible, animals available for adoption will be brought to off-site locations for adoption events.

- e. Discuss how your agency will transition adoptable animals to their new homes.

Animals adopted from the public shelter will come with one month of free health insurance, and a certificate for a free initial exam with a local veterinarian. Additionally, Greenhill's experienced staff will be available to answer any questions and offer advice about the animal and its transition to a new family after adoption. Greenhill will follow up every adoption from the public shelter with a phone call to the new family within two to four weeks of adoption in order to determine if any help is required at that time.

- f. What approach would your agency take on the fostering of animals?

Greenhill is reliant upon its current foster family base of 100 families. All foster families are trained and provided with the materials necessary to be successful at caring for

animals that are too vulnerable to remain in the shelter. Greenhill will expand the number of people providing foster care under this service contract.

- g. Does your agency have experience working with companion animals including cats, dogs and small animals? Are there companion animals for which your agency would not be able to provide services?

Yes, Greenhill has extensive experience working with cats, dogs, and many small mammals. Suitable holding areas may be a limiting factor in the sheltering of birds, reptiles, amphibians, and other species that require specialized housing.

- h. Disposition of the animals will be at the discretion of the public shelter program contractor. What criteria will you use to determine suitability of an animal for adoption, transfer to other animal welfare agencies, placement with rescue groups or euthanasia?

Animals that do not pose a danger to the public will be determined to be suitable for adoption. Animals that are unsafe around children or other animals may be available for adoption, but limited only to suitable families who have been advised of the animal's limitations. Similar adoption restrictions may apply depending on any known history of the animal.

All animals will be considered suitable for transfer to other animal welfare agencies as long as the transfer organization has a commitment to saving lives as well as facilities and resources that better address the needs of the animals – including foster care resources, access to medical care and behavior specialists, better isolation and quarantine capabilities, a high degree of enrichment activities, and in most cases better opportunities to find adoptive homes.

All animals will be considered suitable for transfer to rescue groups as long as the rescue groups have a commitment to saving lives, resources that better address the needs of the animals, and a high degree of enrichment activities.

Euthanasia will be reserved only for animals that cannot be safely handled, either because of aggression or contagious disease, or in situations where the animal is suffering and a reasonable level of treatment would not be effective.

4. Community Involvement

- a. How would you engage with and provide outreach to the community at large?

Greenhill has a very high level of community engagement and outreach. Greenhill employs three people in its Community Outreach Department who are responsible for promoting adoption and outreach events, engaging in humane education activities, and working with local media to promote volunteerism, adoptions, and support for Greenhill mission. These outreach activities would incorporate the public shelter and adoption services activities. Some of the engagement and outreach activities currently conducted include: weekly "pet of the week" segments on four local television stations and four local radio stations, weekly adoption advertisements in local newspapers, multiple off-site adoption events throughout the year, a regular press-release schedule and on-going engagement with local media, multiple Pet Enjoyment Events throughout the year such as the Doggone Easter Egg Hunt and Bark in the Park, a regular schedule of public speaking at local organizations and clubs, outreach into schools, and regular on-site talks and tours. Greenhill also has a large social media presence and website traffic with over 6,400 Facebook fans, 1,475 Twitter followers, and over 330,000 annual visits to its website.

- b. Describe your agency's use of volunteers, foster homes and work with rescue organizations.

Greenhill has two full-time staff that recruit for and manage the volunteer and foster department. Volunteers are used in every aspect of the shelter from finances to animal care, and provide a significant amount of staffing to the overall program. In 2011, volunteers contributed the equivalent of 12.5 FTE to the organization. Volunteers are trained for their specific volunteer duties and incorporated into the overall staffing picture of the organization.

Greenhill has approximately 100 volunteer foster homes. In 2011, 570 animals went through the foster program. Every foster parent is trained and provided with the materials necessary to successfully care for the animals given to them. Animals are placed in foster homes when they need to be cared for separately from the general shelter population because of compromised immune systems, need for a quieter environment, or other specialized needs that can't be provided in the shelter environment.

Greenhill works with over 40 other non-profit humane societies and animal rescue organizations throughout the region. When rescue options are available for an animal sheltered by Greenhill and the transfer would result in an improvement for the animal's welfare, Greenhill will readily make the transfer.

- c. How will you recruit, train and utilize community volunteers and foster families?

Greenhill recruits volunteers and foster families through its on-going outreach activities and through special volunteer recruitment activities such as volunteer fairs. Greenhill holds two volunteer and foster orientation meetings each month which are regularly attended by 25 or more people at each meeting.

As mentioned, Greenhill employs two full-time staff to manage the volunteer and foster program. Volunteers are incorporated into every aspect of Greenhill's activities. The program includes multiple levels of training for each volunteer job duty, and volunteers are provided with the tools they need to be successful at their jobs. Foster families receive additional specialized training based on the animals that they care for, and they have access to medical care for the animals at all times.

- d. How will you develop and maintain community partnerships with other animal welfare organizations, rescue groups.

Greenhill presently has over 40 partnerships with other animal welfare organizations, many of them local. Greenhill will maintain these partnerships through clear communication and transparency, and will continue its work to promote an animal welfare system that uses all available resources to provide the best care for the animals.

- e. How will you screen foster families before placing animals with them?

Potential foster parents complete an orientation class and are interviewed in order to gauge their qualifications and availability to foster animals. Foster families need foremost to have the physical space and time necessary to properly care for the types of animals and conditions that are given to them. Additionally, foster families must commit to and demonstrate their ability to following the prescribed care procedures. Greenhill monitors the care of all foster animals by contacting the foster family at least weekly.

- f. Do you have a current foster and volunteer base? If so, how many contacts are within each?

Yes, Greenhill does have a current foster and volunteer base. The organization has 680 active volunteers and 100 active foster families.

5. Cost Proposal

The City is requesting three separate cost proposals; one for the City of Eugene, one for City of Springfield and one for Lane County. The City will score pricing provided for the City of Eugene only. The remaining two cost proposals shall be provided for informational purposes and to inform the Purchasing Contracting Agencies in the event that they wish to establish contracts based on this RFP. Take into consideration anticipated adoption fees, impound fees and other revenue for the project. If you are planning on utilizing the current public shelter, include any budget implications of the use of this facility.

- a. **City of Eugene:** Provide a base annual cost proposal for public shelter and adoption services for the City of Eugene considering that the City's maximum budget is \$310,000 annually for animals impounded by the City or brought to the shelter by Eugene city residents. The City intends that the shelter and adoption program contractor will retain all shelter and adoption fees paid for animals that originated from the City of Eugene as additional compensation to the contractor of the public shelter and adoption program. Based on 2010 and 2011 data, average annual shelter and adoption fee revenue was \$50,000.

Based on the historical data provided in the RFP section 2.0 and the addendum, including the average number of impounds over the past two years, and the average length of stay for animals in the shelter, the base annual cost for public shelter and adoption services for the City of Eugene would be \$358,000. Under this scenario, the current public shelter would be utilized. This would include all services outlined in the Scope of Services as modified by addendum to the RFP, with an assumed annual intake of approximately 430 cats 631 dogs and 31 other animals with a maximum number of 37 cats and 28 dogs in the shelter system on any given day.

Additionally, Greenhill would require that any initial repairs or modifications to bring the facility up to agreed upon standards as well as any equipment required for the performance of the requested services be provided and paid for by the contracting jurisdiction.

- b. **Lane County:** Provide a base annual cost proposal for public shelter and adoption services for Lane County considering that the County's maximum budget is \$115,400 for animals originating from unincorporated Lane County, whether impounded by Lane County or brought into the shelter by unincorporated Lane County residents. Lane County intends that shelter and adoption program will retain all shelter and adoption fees paid for animals originating in unincorporated Lane County as additional compensation to the contractor for the shelter and adoption program. Based on 2010 and 2011 data, average annual shelter and adoption fee revenue was \$29,700. Contractor will be responsible for developing sheltering and adoption contracts with other Lane County Cities.

Based on the historical data provided in the RFP section 2.0 and the addendum, including the average number of impounds over the past two years, and the average length of stay of animals in the shelter, the base annual cost for public shelter and adoption services for unincorporated Lane County would be \$183,000. Under this scenario, the current public shelter would be utilized. This would include all services outlined in the Scope of Services as modified by addendum to the RFP, with an assumed annual intake of approximately 197 cats and 374 dogs with a maximum number of 17 cats, 17 dogs, and 3 other animals in the shelter system on any given day.

- c. **City of Springfield:** Provide a base annual cost proposal for shelter and adoption services for the City of Springfield considering that the City's maximum budget is \$48,000. The City intends that the shelter and adoption program contractor will accept found dogs from the City of Springfield's animal control officer(s) or other police department staff, with an agreed upon daily rate in addition to the contract for cats, should a need for emergency shelter arise. The provider may also charge reasonable shelter or adoption fees upon release of an animal to a Springfield city resident as additional compensation. Based on 2010 and 2011 data, average annual shelter and adoption fee revenue was \$14,500.

Based on the historical data provided in the RFP section 2.0 and the addendum, including the average number of impounds over the past two years, and the average length of stay of animals in the shelter, the base annual cost for public shelter and adoption services for the City of Springfield would be \$61,000. Under this scenario, the current public shelter would be utilized. This would include all services outlined in the Scope of Services as modified by addendum to the RFP, with an assumed annual intake of approximately 261 dogs with a maximum number of 12 dogs in the shelter system on any given day.

6. Contractor's Efforts toward Sustainability. The City of Eugene is interested in products and services that have a reduced impact on human health and the environment and that more fully support communities and economies when compared to competing products and services serving the same purpose.

- a. Report on your performance in any areas that are relevant to your agency's operations and services. Offerors may include existing reports or other company materials which demonstrate sustainability efforts. Suggested categories include:
- Green office and energy efficiency practices
 - Community engagement
 - Support for underserved populations
 - Sustainable material sourcing
 - Waste reduction and prevention (including waste management plans and reduce, reuse, and recycle tactics)
 - Water conservation measures
 - Alternative transportation practices
 - Mission-related sustainability practices/ Sustainable business policy

Greenhill makes a concerted effort throughout its organization to recycle materials that can be recycled. The organization is transitioning to an increased use of electronic record keeping, to reduce its use of paper. Many of the services that Greenhill provides, including low-cost spay/neuter, a pet food bank, and the relinquishment of pets, are used in large part by a low-income population.

- b. Discuss how your agency's efforts might be incorporated into or benefit the work performed for the City.

The work that Greenhill does is of tremendous benefit to the sustainability goals of this community. In particular, the support for low-cost and free spay/neuter services, the pet-food bank, and the availability for families who are overwhelmed to be able to relinquish their pets to an organization that will care for them and find them a new, more stable home. This work, and the efforts of Greenhill, are vital to helping individuals who are often underserved and overwhelmed.

Response to City of Eugene RFP: Public Animal Shelter and Adoption Program
Solicitation Number 2012200082
Greenhill Humane Society

(Minus personal contact information in
consideration of individual privacy)

Exhibit A

Greenhill Humane Society

Resumes of Key Staff

CARY LIEBERMAN

SUMMARY:

I have a strong record of achievement combining skills in strategic planning, marketing, development, communications, and leadership. I am highly motivated, skilled in human relations, and adept at managing time, resources, and people to maximize productivity.

EDUCATION:

- M.S. Social Psychology – University of Oregon
- B.S. Advertising – University of Illinois
- B.S. Psychology – University of Illinois
- Minor Photography – University of Illinois

MAJOR CAREER RESPONSIBILITIES:

- Non-profit management
- Marketing, advertising and design
- Public relations
- Fundraising and non-profit development
- Board and organization development
- Budgeting and financial management
- Strategic planning
- Staff hiring, training and supervision
- Full cycle accounting
- Donor prospect research
- Development of policies & operational protocols
- Advanced computer skills
- Customer service
- Oral and written communications
- Professional writing
- Web design
- Statistical analysis

CAREER & LEADERSHIP HISTORY:

Executive Director
Greenhill Humane Society

October 2007-present

- As Executive Director of Greenhill Humane Society, I am in charge of directly overseeing all aspects of the animal shelter and humane society related activities. I have overseen an organization that has grown from a budget of approximately \$800,000 to \$1.4 Million. During my tenure, the organization has had a staff increase from 24 people to 30 people, and has expanded its donor and funding base significantly. Animal care within the organization has improved substantially, and Greenhill has become one of the best in the country in terms of live release rates: 99% for dogs and 92% for cats. Community relations has been noticeably improved, and Greenhill places among the top rated charities both nationally and regionally in a variety of polls.

CARY LIEBERMAN

Research Analyst, Research & Prospect Management
University of Oregon

December 2006-October 2007

- As part of a four-person team that was responsible for donor prospect research for the university. My primary areas of focus included corporations, foundations, business, and law. The position called for the generation of reports, communication with various university departments, and the use of web research tools and analysis.

Marketing Manager
Burley Design, Eugene, OR

April 2005-December 2006

- I was responsible for all aspects of marketing multiple product lines including overall direction, media purchases, art direction, marketing collateral, budget management, trade shows, website, and correspondence with local and trade publications. I produced marketing materials for point of purchase, direct communication with end users, and print and on-line publications. I oversaw market research and assisted in the generation and launch of new products. Additionally, I was responsible for public relations including all press releases and media communications. As a member of the management team, I assisted with brand development and the overall direction of the company.

Development Director
President, Board of Directors
Vice-President, Board of Directors
Greenhill Humane Society, Eugene, OR

January 2004-April 2005
June 2003-January 2004
June 2001-June 2003

- As development director, I was in charge of all aspects of development including annual giving, planned giving, major gifts, grants, direct mail appeals, capital campaigns, on-line giving, corporate donations, on and off-site fundraisers, and maintaining donor relations. I managed a database of over 24,000 households. This included generating reports, ensuring that the database was current and accurate, and timing correspondence to increase donor loyalty and giving. Additionally, my duties included developing and implementing programs and promotions to increase the number of animal adoptions and coordinating public relations. I also oversaw the production of a quarterly newsletter and served as the webmaster.
- As a board member during a period of time when the organization was without an executive director or favorable public perception, I was asked to help with rebuilding stability and public confidence. We successfully maintained operations of the large-scale animal shelter, repaired donor and public confidence, stabilized the budget, and hired an executive director.

CARY LIEBERMAN

Self Employed, President, Owner 1996-2003
Sam's Place Tavern, Countryside Pizza Express
Countryside Pizza, Black Dog Investments, Eugene & Veneta, OR

- As owner of three restaurants, I have acted in every capacity of small business ownership including securing bank funding and working closely with lawyers and regulatory agencies. I established bookkeeping and record keeping practices and designed all of the marketing materials including menus and print advertisements. I developed marketing plans, employee policies, and operations protocols for over 35 employees. I have also worked with a variety of media including: print, radio, television and on-line.

Business Manager 1994-1996
Oregon Driver Training Institute, Eugene, OR

- My responsibilities included all aspects of running a small business. I was responsible for coordinating over 20 certified driver's education teachers throughout Oregon, maintaining relationships with public and private schools, bookkeeping, reconciliation and reporting, customer service, database management, and designing marketing materials.

OTHER LEADERSHIP EXPERIENCE:

Board Trustee	2004-2005
Treasurer, Executive Board	2005-2008
President, Executive Board	2009-2010
Past-president, Executive Board	2011-present
Temple Beth Israel, Eugene	

- As a board member, I have assisted in visioning leadership development and have worked with other members in decision-making. I have served on the finance committee and have worked on issues surrounding membership dues, fundraising, and development. Additionally, I have assisted in the development of a planned giving program and chair the organization's development committee.

Committee Member Oct 2008-2009
Co-Chair January 2009-present
Lane County Animal Services Advisory
Committee

- The Lane County Animal Services Advisory Committee was created by the Lane County Board of Commissioners to provide input and oversight to LCAS in regards to activities which would improve the organization's ability to save adoptable and treatable animals.

Vicki J. Silvers

Education

Masters of Public Administration University of Oregon, Eugene, OR June 2006
Bachelor of Arts, Fine and Applied Arts University of Oregon, Eugene, OR June 1988
Leadership Program Eugene-Springfield Chamber 2006
Non-profit Trainings TACS, Portland, OR 2005-2008
Financial Management, Grant writing & Relationship Building

Professional Experience

Greenhill Humane Society, Eugene OR

Assistant Director

March 2012-Present

- *Assists in preparation of annual budget.*
- *Serve as key management staff in the absence of the Executive Director.*
- *Assist the E.D. in the strategic planning and long range planning.*
- *Lead department managers to deliver outstanding work.*
- *Project development and management.*
- *Staff Finance Committee providing monthly, quarterly and annual financial reports.*
- *Assist with annual audit.*
- *Responsible for HR functions*

Finance Manager

July 2009-Present

- Collaborate with Executive Director, department managers, and Finance Committee to develop annual budget, working within Board of Directors' goals and strategic planning.
- Analyze spending, and income trends using historical data. Provide reports to Executive Director, finance committee and board of directors.
- Prepare and present monthly financial statements including notes and graphs for Executive Director and Finance Committee.
- Provide impact analysis for program development or changes.
- Work closely with vendors and vendor contracts to optimize cost efficiencies.
- Oversee annual audit – work with CPA to provide data, background documentation, improve financial policies and processes to meet GAAP accounting standards.
- Cash management - create policy and procedures; process deposits and allocation of revenue.
- Manage grant and donor designated funds, report fund expenditures, and work with staff to monitor fund budgets.
- Reconcile financial and donor software records, managing donor pledges and appropriate allocations, monitoring effectiveness of fundraising campaigns.
- Develop investment practices, researching options seeking maximum investment return.
- Coordinate and supervise staff, interns, and volunteers.
- Provide human resources services for staff of 33, including purchasing and coordinating benefits, liability insurance, adhering to state and federal labor laws and tracking leave.
- Grant coordination, tracking and reporting. Reconcile grant work performed and applicable expenses.

Vicki J. Silvers

The Child Center, Springfield OR

Director of Fund Development

Sept 2007-Feb 2009

- Collaborated with Executive Director and Board of Directors to create fund raising plans to complete specified organizational goals.
- Developed capital campaign fund development plan including committee recruitment, time line, gift chart, donor recognition program, in-kind donation coordination, and grant writing.
- Worked with board and community supporters to identify and cultivate relationships with community, business and corporate partners.
- Led the organization and board members to develop a fund raising culture within the organization leadership team.
- Successfully planned and implemented annual fund raising event – oral auction with 350+ attendees and budget of \$150,000: worked with volunteer committees, conceived decor plans, worked with venue partners and vendors, created presentations, wrote and designed auction catalog, developed relationships with business and corporate sponsors and donors, coordinated in-kind donations and donor recognition.
- Presented fund raising materials, progress and budget information to the Board: developed materials, reports, and presentations.
- Coordinated and supervised staff, interns, and volunteers.
- Created, coordinated and executed marketing and public relations efforts: wrote and designed quarterly newsletter; worked closely with PR firm and graphic designer to write and create a fund raising brochure, event promotional materials (save the date card, invitation, banner, advertising), and capital campaign case statement.
- Represented organization mission and programs in media appearances, leadership programs and community service organizations.
- Researched, procured and implemented donor database software.

NextStep Recycling, Eugene OR

Finance Director

May 2004-September 2007

- Partnered with Executive Director to lead and develop strategic planning for a fast growing non-profit organization.
- Managed organizational budget that doubled annually.
- Collaborated with management team to develop a strategic plan for growth management.
- Prepared financial statements, analysis, reports, budgets and tax documents for a range of uses, including presentations to the Board of Directors.
- Developed and implemented financial/accounting policies and procedures,
- Worked with sales staff to streamline sales transactions and deposits; problem solved high error rates resulting in a reduction of errors and cash loss.
- Performed and oversaw all aspects of financial transactions.
- Human resource management – created human resource policy, hiring procedures and materials, benefits management, benefit options presentations, and employee orientation presentations.
- Partnered with banking institution to create a mutually beneficial relationship netting cost savings, donor tracking and improved efficiency.
- Supervised team of finance support staff, interns and volunteers.
- Developed relationships with vendors across the United States, working closely with partners negotiating pricing, shipping coordination, time lines, and project management.
- Collaborated with Development Director to write grants and create a fund development plan.

Vicki J. Silvers

EcoNorthwest & Children's Institute of Oregon, Portland OR

Research Assistant

Oct 2005-June 2006

- Collaborated with a team on launching a high-quality, early education initiative to achieve full funding for Head Start in the state of Oregon.
- Researched best practices in areas of early childhood education, youth corrections, health care delivery systems, pre-natal care, and food distribution programs.
- Developed relationships with high-level state employees to gain access to state budget information.
- Researched, obtained and analyzed state and federal budget documents.
- Worked within a time line to ensure that research and materials were completed per contractual agreements.
- Prepared and presented financial analysis and statistical data to trustees and funders.
- Analyzed state spending on children with comparisons to other states culminating in coauthoring The Oregon Children's Budget Project (<http://www.childinst.org/ci-publications>).

UO Office of International Programs, Eugene OR

Accounting Tech

Dec 2001-Oct 2004

- Developed, tracked & managed study abroad program budgets within a public university setting.
- Developed process for monthly, quarterly and annual reconciliations resulting in an increase in efficiency and timely reporting.
- Prepared annual budget reports, forecasting and cost analysis for director and program leaders.
- Facilitated and managed state contracts with international partners, working closely with University Counsel, adhering to statewide legal requirements and strict guidelines.
- Collaborated with academic department representatives to create exchange proposals for prospective international partners.
- Processed faculty and staff reimbursement and travel requests working within state guidelines and rules.

Gail Berkow Schroder

Education

Virginia-Maryland Regional College of Veterinary Medicine
Doctor of Veterinary Medicine, 2001. GPA 3.6/4.0

Northwestern University
B.A. in Psychology, 1994. GPA 3.5/4.0

Veterinary Experience

Greenhill Humane Society, Eugene, OR
Director of Shelter Medicine, 8/08-present
Practice shelter medicine, preventative and herd health care and behavior medicine.

Eugene Animal Hospital, Eugene, OR
Veterinarian, 2/05-5/08
Practiced small animal medicine and surgery, specializing in behavior medicine.

Forest Valley Veterinary Clinic, Cottage Grove, OR
Veterinarian, 10/02-2/05
Practiced small animal medicine and surgery in a rural clinic.

Animal Health Associates, Eugene, OR
Veterinarian, 7/01-3/02
Practiced small animal medicine and surgery; wrote a behavior column for the clinic newsletter.

Other Experience

Medical College of Virginia, Dept. of Neurology
Laboratory Technician Sr., 8/94-8/96
Maintained health of laboratory animals, performed immunohistochemistry, and extracted tissue for use in testing new drugs used in the clinical treatment of epilepsy.

Johns Hopkins University School of Medicine, Dept. of Psychiatry (summers, 1992, 1993) and
Department of Neuropsychiatry (summers, 1990, 1991)
Research Assistant
Extrapolated and analyzed data for research projects, interviewed patients with HIV, Alzheimer's disease and cognitive disorders, and managed care of laboratory animals.

Professional Associations and Memberships

Lane County Veterinary Medical Association, active member since 2001
Oregon Veterinary Medical Association, member since 2001
Association of Shelter Veterinarians, member since 2007
American Society of Animal Behaviorists, member 2002-2009

Publications

Schwarz, G.J., Berkow, G.J., McHugh, P.R., & Moran, T.H. (1993) Gastric branch vagotomy blocks nutrient and cholecystokinin induced suppression of gastric emptying. *American Journal of Physiology*, 33(3):630-637.

Gibbs III, J.W., Schroder, G.B., & Coulter, D.A. (1996) GABA receptor function in developing rat thalamic reticular neurons: Whole-cell recordings of GABA-mediated currents and modulation by benzodiazepines. *Journal of Neurophysiology*, 76(4): 2568-2579.

Gibbs III, J.W., Morton, L., Schroder, G.B., Amaker, B., & Coulter, D.A. (1996) Physiological analysis of Rasmussen's encephalitis: Patch clamp recordings of altered inhibitory neurotransmitter function in resected frontal cortical tissue. *Epilepsia*, 37(S5): 79.

Ginny Johnson

EXPERIENCE

Jan., 2005-the present Greenhill Humane Society Eugene, OR.
Cattery Manager

In charge of the day to day operations of the cattery at a private, non-profit animal shelter. Duties included:

- Overseeing a staff of four full-time animal care technicians.
- Overseeing the care of up to 65 adult cats and 60 kittens daily.
- Working closely with Director of Shelter Medicine coordinating the care of cats and kittens with medical or behavioral concerns.
- Coordinating appointment making, receivings, and evaluations of all new cats and kittens arriving into the shelter on a daily basis.
- Coordinating spay and neuter surgery schedules of all cats and kittens arriving into the shelter.
- Overseeing adoption application interviews and follow-up interviews after adoption.

Jan., 2003- Dec.,2004 McKenzie Animal Hospital Springfield, OR.
Vet Tech Assistant

Busy veterinary hospital with a staff of six doctors. Duties include:

- Assisting with the prep of animals for routine and emergency surgeries/treatments.
- Assisting with the taking of radiographs and their development.
- Restraint of animals for blood draws and other procedures.
- Set-up and cleaning of laser and ultrasound units.
- Cleaning and sterilization of surgical instruments.
- Handling of animals and linens in the case of contagious disease.

Dec., 2001- Dec., 2002 Samaritan Heart of the Valley Corvallis, OR.
Dining Room Hostess/ Dietary Aide

Performed these duties at a residential and rehabilitation care facility. Duties included:

- In charge of serving meals to 25-35 assisted living residents in one of two dining rooms.
- Assisting some residents in getting to and from the dining room.
- In charge of restocking supplies in both dining rooms and keeping Dining Room Supervisor and Assistant Dietary Director apprised of inventory.
- Assisting in kitchen with preparation of meals including preparation of cold food and beverages which need to be pureed or thickened according to residents' needs.

June, 1997- July, 2001
Clinic Manager

The Fund for Animals

New York, N.Y.

In charge of the day-to-day operations of the country's largest high-volume, low cost spay and neuter clinic for cats and dogs. Surgery performed daily on 30 to 40 animals. Duties included:

- Overseeing a staff of eight full-time employees, four per diem veterinarians, and several volunteers.
- Placing inventory orders and keeping accurate drug logs for controlled substances.
- Following up with clients on any post-operative complications.
- Working closely with the city shelter coordinating their surgical schedule with the clinic's surgery schedule.
- In charge of scheduling and confirming surgical appointments.
- In charge of coordinating all facets of special events held for the public and/or the press.
- Authored some educational materials provided to clients by our clinic.

EDUCATION

1986-1989

Tulane University

New Orleans, LA.

- MFA in Theatre Costume Design

1982-1986

UNC-Charlotte

Charlotte, N.C.

- BFA in Theatre Costume Design

INTERESTS

- Cooking, sewing, and baseball.

REFERENCES UPON REQUEST

Kimber Elliott

Qualifications

- Over 23 years experience in veterinary operations
- Highly experience in management and supervision
- AAHA training in hiring, firing and reviews
- Customer service, conflict resolution, multi-tasking and multi-phones
- Motivated to find solutions and fix problems quickly
- Dependable
- Proficient in QuickBooks, Word, Excel and PetPoint

Experience

Greenhill Humane Society
Kennel Manager

July 2011 – Present
Eugene

- Responsible for day to day operations of the kennel at a private, non-profit animal shelter.
- Oversee staff of three full-time and one part-time animal care technicians.
- Oversee the care of up to 25 dogs daily.
- Work closely with the Director of Shelter Medicine coordinating the care of dogs with medical and behavioral concerns.
- Coordinate transfer (in and out) activities – evaluations of arriving dogs, working in partnership with regional rescue groups and shelters.
- Coordinate spay/neuter surgery schedule of dogs new to the shelter.
- Oversee adoption process – interview potential adopters, evaluate applications, etc.
- Maintain animal records in PetPoint software.

Del Oeste Equine Hospital, LLC
Office Manager

March 2008 – July 2011
Eugene

- Maintain and update computer software and hardware
- Order, receive and control all office supplies
- Full cycle bookkeeping
- Customer service
- Full staffing duties

Oregon West Management, LLC
Admin Assistant

June 2007 – Feb 2008
Eugene

- Maintain balanced bank accounts for all four companies
- Hire, train and maintain qualified staff
- Order, receive and control all inventory and office supplies
- Full Cycle bookkeeping
- Customer service and correspondence

SANDY DAIN, CTP

SPECIAL SKILLS

- ◆ Pet training
- ◆ Program development
- ◆ Public relations
- ◆ Teaching
- ◆ Volunteer management
- ◆ Budget administration

PROFESSIONAL HIGHLIGHTS

Behavior and Training Manager

Greenhill Humane Society, SPCA - Eugene, OR

- ◆ Create and facilitate an in-house behavior and training program
- ◆ Train and oversee team that conducts dog behavior assessments
- ◆ Establish training and rehabilitation protocols to address adoptability and behavioral issues
- ◆ Develop and maintain dog training classes for volunteers, foster parents, and the public

May 2012 – Present

Professional Pet Trainer

Metamorphosis Pet Training LLC - Kirkland, WA

- ◆ Launched pet training company to assist owners with behavioral issues so fewer pets will need to be re-homed
- ◆ Small group classes using AVSAB recommended techniques
- ◆ Private in-home lessons with customized training plans
- ◆ Behavior consultations using SAFER assessment
- ◆ Adoption counseling

March 2008 – Present

Pro Bono Training Services

The Humane Society for Seattle/King County - Bellevue, WA

- ◆ Redesigned the Dog Behavior and Socialization program
- ◆ Train volunteers to work with the dogs in the DBS program
- ◆ Conduct behavior assessments and personality assessments to determine adoptability of incoming dogs and help potential owners find the right pet
- ◆ Behavior modification projects

August 2007 – Present

**Education Director & Foster Care Manager
Greenhill Humane Society, SPCA - Eugene, OR**

- ◆ Created and facilitated an education program that involved public presentations, tours of the shelter, and monthly programs pertaining to health and behavior
- ◆ Created and managed a foster program that employed over 200 foster parents who cared for 600-800 animals each year before they were adopted
- ◆ Developed and maintained the shelter's web site

March 2005 – June 2007

DEVELOPMENT & EVENT PLANNING

- ◆ **Development Director**
Brookline Music School – Brookline, MA
- ◆ **Alumni Program Manager**
Earthwatch Institute – Maynard, MA
- ◆ **Assistant Director of Development**
MA Society for Prevention of Cruelty to Children – Boston, MA
- ◆ **Program Coordinator**
Principals' Executive Program – Chapel Hill, NC
- ◆ **Development Consultant**
Alliance for Animals – Arlington, MA
Boston Greenspace Alliance – Boston, MA
- ◆ **Conference/Event Planner**
Discovery Science Museum – Fort Collins, CO
Dixie Rock 9 Climbing Competition – Chapel Hill, NC
National Association for Interpretation – Fort Collins, CO
Visitor Studies Association – Denver & Estes Park, CO

September 1996 – September 2004

EDUCATION

Karen Pryor Academy for Animal Training and Behavior
Dog Trainer Program – November 2009

Colorado State University
B.S.: Natural Resources, Recreation, & Tourism – August 1997

University of North Carolina at Wilmington
B.A.: Anthropology – June 1991

CERTIFICATION & MEMBERSHIP

- ◆ KPA Certified Training Partner
- ◆ Canine Good Citizen Evaluator
- ◆ Association of Pet Dog Trainers Member
- ◆ Puget Sound Positive Trainers Member

REFERENCES

Available upon request

KRISTI CHIZACKY

EMPLOYMENT HISTORY

- ◆ **VOLUNTEER/FOSTER CARE MANAGER**
Greenhill Humane Society ♦ Eugene, OR ♦ June 2011 – Present
 - ◆ Management and development of the Volunteer and Foster Care Programs
 - ◆ Responsible for:
 - ◆ Managing, developing and implementing daily and long-term duties and goals of Volunteer and Foster Care Programs to create successful, efficient and effective programs
 - ◆ Manage, motivate, recruit and train volunteers and foster parents
 - ◆ Coordinate with departments to address volunteer and foster care needs of the shelter
 - ◆ Develop and implement methods for advancing and improving Volunteer and Foster Care Programs
 - ◆ Oversee Volunteer/Foster Care Assistant
 - ◆ Manage volunteer team of over 300 volunteers each month
 - ◆ Manage foster care team of approximately 100 foster parents
 - ◆ Work closely with other departments and staff to provide volunteer assistance as needed throughout shelter
 - ◆ Work closely with other departments and staff to provide foster care services for animals in need
 - ◆ Screen and interview new volunteers and foster parents for appropriate placement in various areas of the shelter
 - ◆ Provide training and support for volunteers and foster parents to enable success and fulfillment in their positions
 - ◆ Maintain regular communication with volunteers, foster parents and staff to ensure needs are met of volunteers, foster parents and the shelter
 - ◆ Develop and implement methods for volunteer and foster parent appreciation and recognition
 - ◆ Work with shelter departments to promote staff participation in daily volunteer and foster parent interaction and appreciation
 - ◆ Work with staff and volunteers to resolve volunteer issues, and redirect volunteers to other positions, as needed
 - ◆ Update and develop training materials for volunteers and foster parents
 - ◆ Develop and implement methods for increasing volunteer/foster parent interest, participation and retention
 - ◆ Recruit new volunteers and foster parents through community outreach events, such as Volunteer Fairs
 - ◆ Organize corporate, student and community group volunteering projects at the shelter
 - ◆ Maintain volunteer and foster care records and statistics
 - ◆ Provide monthly and yearly reports to Executive Director, Assistant Director and Community Outreach Assistant

- ◆ **VOLUNTEER/FOSTER CARE ASSISTANT**
Greenhill Humane Society ♦ Eugene, OR ♦ Sept 2010 – June 2011
 - ◆ Assisted Volunteer/Foster Care Manager in the management of the Volunteer and Foster Care Programs
 - ◆ Worked with Volunteer/Foster Care Manager to help develop and implement daily and long-term duties and goals of the Volunteer and Foster Care Programs
 - ◆ Assisted in supporting volunteer team of over 250 volunteers each month
 - ◆ Assisted in supporting foster care team of approximately 100 foster parents

KRISTI CHIZACKY

- ◆ Screened and interviewed new volunteers and foster parents for appropriate placement in various areas of the shelter
- ◆ Provided training and support for volunteers and foster parents
- ◆ Employed methods to promote motivation, recognition and appreciation for volunteers and foster parents
- ◆ Maintained regular communication with volunteers and foster parents to encourage involvement and ensure success and fulfillment in their positions
- ◆ Worked with other departments and staff to provide volunteer assistance as needed throughout shelter
- ◆ Worked with other departments and staff to provide foster care services for animals in need
- ◆ Assisted Volunteer/Foster Care Manager with recruitment efforts
- ◆ Promoted to Volunteer/Foster Care Manager in June 2011

- ◆ **PROJECT MANAGER**
HealthLogiX ♦ Parsippany, NJ ♦ May 2004 – July 2010
 - ◆ Promotional Medical Education Services
 - ◆ Execution and management of medical education programs
 - ◆ Client relations with pharmaceutical headquarters, as well as field representatives and medical personnel
 - ◆ Represent client with key physicians and medical personnel
 - ◆ Build and manage relationships with clients, physicians and medical personnel, vendors
 - ◆ Work with outside vendors
 - ◆ Manage projects within specific budgetary guidelines
 - ◆ Responsible for daily management of projects with budgets totaling \$1.5 million
 - ◆ Create and maintain program logistics, including database management, status reports and administrative pieces
 - ◆ Management of database providing pertinent information directly to client
 - ◆ Provide weekly status reports to client and internal team
 - ◆ On-site program management/travel/on-site client and faculty management
 - ◆ Travel logistics, honoraria management, VIP meet and greets on-site, on-site support, speaker management, materials development (admins), recruitment, registration, KOL (Key Opinion Leader) development
 - ◆ KOL Tours, Advisory Boards, Speaker Trainings, Dinner Programs, Telesessions, Train-the-Trainer Programs, Content Development Meetings, Sales Trainings, Symposias/conferences

- ◆ **DIRECTOR OF SPECIAL EVENTS**
American Cancer Society ♦ Hackensack, NJ ♦ January 2001 – May 2004
 - ◆ Execution and management of fundraising events
 - ◆ Responsible for:
 - ◆ Direction of two fundraising events from inception to final event
 - ◆ Manage all aspects to increase income goal
 - ◆ Budget for events, income, expenses, obtain sponsors/donations, recruit participants/volunteers
 - ◆ Supervise creation of collateral, merchandising, creative materials, and all Committee activities
 - ◆ Management of staff and volunteers in planning and execution of events
 - ◆ Manage, motivate, and work closely with Volunteer Committee. Facilitate monthly meetings
 - ◆ Relationship manager with various outside companies and organizations, including Port Authority of NY/NJ and Fleet Bank
 - ◆ Assist in the hiring process of co-workers within the Region

KRISTI CHIZACKY

- ◆ Initiated a leading role in additional ACS programs to broaden the scope of my knowledge, such as Active for Life, creating the quarterly newsletter and the Staff Conference

- ◆ **FESTIVAL DIRECTOR**
Performing Arts Consultants ♦ Keyport, NJ ♦ August 1999 – December 2000
 - ◆ Responsible for coordination and management of performance events and festivals
 - ◆ Responsible for budgeting of the festivals
 - ◆ Responsible for final accounting for all land destinations for the year
 - ◆ Coordinated, scheduled, and made arrangements for the music competitions
 - ◆ Hosted competitions and Awards Ceremonies
 - ◆ Responsible for group itineraries and arrangements

EDUCATION

- ◆ Syracuse University, Newhouse School of Public Communications, Syracuse, NY, Aug 1995 – Dec 1998
 - ◆ Top school for public communications in the United States
 - ◆ Graduated *cum laude* with a B.S. in Communications ♦ Dual Minor: Music Industry; Philosophy
 - ◆ GPA – major: 3.61 out of 4.0
 - ◆ GPA – total: 3.48 out of 4.0
 - ◆ SU Honors Program
 - ◆ Dean's List
 - ◆ Chancellor's Scholar
 - ◆ S.I. Newhouse Scholarship
 - ◆ Member of the SU Scholarship Program
 - ◆ Member of the Phi Eta Sigma National Honor Society
 - ◆ Studied abroad in London, England – August 1997 – December 1997

COMPUTER SKILLS:

- ◆ Windows XP
- ◆ MS Word
- ◆ Excel
- ◆ Publisher
- ◆ Outlook
- ◆ Internet Explorer
- ◆ Powerpoint

ADDITIONAL INFORMATION:

- ◆ Volunteer for RideAble (Eugene, OR) – June 2010 – September 2010
 - ◆ RideAble is an equestrian program for people with special needs. Essential life skills of each student are developed and improved through interaction with horses and other students, and through horse care and horseback riding.
 - ◆ Assist students and instructors, groom and tack horses, barn chores
- ◆ Volunteer for Greenhill Humane Society (Eugene, OR) – June 2010 – September 2010
 - ◆ Animal shelter
 - ◆ Dog walking, dog and small animal socialization to help enhance the animals' chances for adoption

Ashely Duke

Education

Fall '05-Summer '09 **University of Oregon, Eugene, OR**
Bachelors of Science in Planning, Public Policy & Management with concentration in Nonprofit Administration. Completed and excelled in courses including: Resource Development for Nonprofits, Financial management for Nonprofits, Event Management, Grant Writing, Community Leadership & Change and Policy Analysis.

Experience

Nov '09 - Current **Greenhill Humane Society, Eugene, OR**
Position: **Animal Receiving Manager (Jan '12 - Current)**
Responsibilities: Client correspondence and scheduling, providing alternative rehoming resources, evaluating animals' temperament and health for intake, coordinating with outside shelters and rescues for second chance program transfers throughout Oregon & California.

Position: **Customer Service Manager (Nov '09 - Jan '12)**
Responsibilities: Hiring, terminating, inventory, ordering supplies and retail, overseeing staff, conflict resolution and high level customer service, training and retention of volunteers, overseeing pet food bank, intra-agency correspondence, facilitating and educating potential adopters, daily report and financial reconciliation.

June '09-Sept. '09 **Cal Young Neighborhood Association, Eugene, OR**
Position: **Staff Intern**
Responsibilities: Launched four neighborhood task forces which included coordinating, scheduling, developing meeting agendas and summaries as well as completing all research for each task force. I served as the primary contact person for all Task Force correspondence as well as any correspondence with the City of Eugene staff. I also designed and created the CYNA website.

May '07 - Nov. '09 **The Veterinary Hospital, Eugene, OR**
Position: **Licensed Veterinary Technician**
Responsibilities: Triage, Preparing for anesthetic procedures, inducing anesthesia, calculating and administering controlled substance doses, completing necessary patient treatments including digital radiography, intravenous catheters. Chair of the Good Samaritan Fund Committee which includes developing fundraising strategies, fund dispersal protocols, and budget.

- Jan. '07 – June '09 **Member of the Association of Fundraising Professionals,
University of Oregon Chapter, Eugene, OR**
Position: **Vice President**
AFPUO works with local Nonprofits by providing philanthropic assistance in various forms including grant writing, publicity, research and special event planning. We have previously done work with the Cascade Raptor Center, The Eugene Symphony Rural Development Initiatives and The Science Factory. In 2008 I attended the association's international fundraising conference in San Diego, CA on a grant awarded by AFP National.
- Aug. '05 – May '07 **VCA Westmoreland Animal Hospital, Eugene, OR**
Position: **Licensed Veterinary Technician**
Responsibilities: Triage, Preparing for anesthetic procedures, inducing anesthesia, calculating and administering controlled substance doses, completing necessary patient treatments including radiography and intravenous catheters. In charge of monitoring and maintaining controlled substance log.
- June '00 – April '05 **Banfield, The Pet Hospital, Encinitas/El Cajon, CA**
Position: **Hospital Director**
Responsibilities: Hiring, terminating, scheduling, inventory, ordering, overseeing staff, coordinating events/contests/campaigns, conflict resolution, financial statement assessment, assisting doctors with implementing medical standards. As a hospital director I've also worked with several nonprofit organizations specializing in the well-being of pets. Prior to obtaining this position I worked as both the lead receptionist and a technician, both of which I achieved proficiency in doing.

Skills

- Computer Literate (both PCs & Macintosh)
 - Familiar or proficient with most Microsoft programs including Word, Power Point, OneNote, Outlook, Publisher and Excel
 - Familiar with basic PC system administration and maintenance
- Hard Worker
- Team Player
- Optimistic
- Innovative
- Good sense of humor
- Thrives in fast-paced environments
- Able to retain composure in high stress situations
- Great at Multi-tasking
- Quick Learner
- Strong communication skills
- Able to handle team member concerns with empathy
- Type 55 wpm and 10 key

Gordon Upward

Summary: Building Maintenance Technician with 6 ½ years of continuous experience.

Skills

- Basic plumbing, electrical and carpentry including use of hand/power tools
- Manage large repair and maintenance projects including estimating cost (time and materials).
- Equipment purchasing and supplies, developing vendor relationships
- Maintaining equipment (industrial and small appliances) including commercial washer/dryer preventative maintenance and repair
- Knowledge of alarm systems and general building security
- HVAC
- General grounds and facility maintenance

Experience

Greenhill Humane Society Nov 2010 – Present
Facilities Manager Eugene
Responsible for maintenance, repair and upkeep of animal shelter. Train and manage volunteers, order supplies and materials, manage repair and improvement projects, research cost efficiencies.

Courtyard by Marriot July 2007 – Feb 2009
Hotel Maintenance Springfield
Responsible for maintenance, repair and upkeep of hotel facilities.

Lunar Logic Nov 2004 – Feb 2007
Building Services Manager Eugene
Responsible for building maintenance and repairs in two office locations. Supervised one employee.

ECE Holdings Sept 2002 – Nov 2004
Building Maintenance Eugene
Responsible for the maintenance, repair and upkeep of the company facilities.

Response to City of Eugene RFP: Public Animal Shelter and Adoption Program
Solicitation Number 2012200082
Greenhill Humane Society

Exhibit D

Greenhill Humane Society Dog Adoption Questionnaire



Dog Adoption Questionnaire

Pet ownership is a serious commitment that the entire household needs to consider and agree to before the animal is adopted. We want to ensure that each adoptive household is aware of and willing and able to accept the physical and financial responsibilities of pet ownership.

This questionnaire will assist both you and us in determining if your household is prepared to assume the role of responsible caretaker for a shelter animal.

I'm interested in adopting _____

Last Name	First Name	Are you over 18 years? <input type="checkbox"/> Y <input type="checkbox"/> N	Today's Date	
Address		City	State	Zip
PO Box				
Home Phone	Cell Phone	Work Phone	Message Phone	
Email Address:				
1. What made you decide to adopt from Greenhill Humane Society?				
2. Why do you want a dog?				
3. Why did you choose this particular dog?				
4. What do you know about the breed(s) of dog you are choosing to adopt?				
5. Are you: <input type="checkbox"/> 1st time owner <input type="checkbox"/> had dog(s) before <input type="checkbox"/> experienced (more than two)				
6. How much are you budgeting for your dog (food, training, vaccinations) \$_____ monthly (approx.)				
7. Do you have a budget for emergency medical care, if needed? <input type="checkbox"/> Y <input type="checkbox"/> N				
8. Which veterinarian will you go to for annual boosters and other medical care?				
9. Who will be the primary caretaker of the dog?				
10. Have you discussed dog ownership with <i>all</i> people living with you?				
11. How many people live in your household?				
12. Do you live with: <input type="checkbox"/> Parent <input type="checkbox"/> Spouse <input type="checkbox"/> Roommate(s) <input type="checkbox"/> Children <input type="checkbox"/> Alone <input type="checkbox"/> Other				
13. If there are children, what are their ages? If they only visit, how often? _____				
14. Are you, and those who live with you, committed to spend 12+ years providing health care, food, grooming, training and attention? Y <input type="checkbox"/> N <input type="checkbox"/>				
15. Are there lifestyle altering events that could occur in your foreseeable future? (i.e., baby, moving, caring for elderly, divorce, job uncertainty)				



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16. How much time are you going to interact with your dog during waking hours?

17. How long will this dog be alone daily?

18. Where will the dog be kept while alone?
While you are home? _____ Where will the dog sleep? _____

19. What will you do with your dog while you are away on vacation or out of town?

20. Do you have a fenced yard? Y N
If no, **how do you plan to contain the dog?** _____
If Yes, what type of fence? _____ What is the height of the fence? _____

21. Do you own a pick-up truck? Y N

22. Do you or your neighbors own livestock, farm or exotic animals? Y N

23. Are you planning to take your dog to obedience training? Y N
If yes, where? _____
If no, why not? _____

24. If this dog is *not* housebroken, or is difficult to train, are you going to train it? Y N

25. What problems would make you return an animal?
 barking chewing housebreaking shyness/fear digging
 scratching/climbing on furniture/ jumping up
 other (explain) _____

26. If behavior problems do present themselves at a later date, are you committed to working with the animal to correct these and most other problems? Y N

27. What are you planning to feed your dog?

28. Have you ever brought an animal to a shelter? If yes, why?

29. Have you ever given an animal to another person? If yes, why?

30. If you currently have other pets, please provide the following information:

Type of Animal	Breed	Sex	Age	Vaccines Current?	Spayed Neutered	Where kept? Exact location please (e.g., garage, run, etc.)

31. Have you talked to a staff member about this dog? Y N What was their name? _____



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Humane Society

32. If you answered yes to 31, how much time have you spent with this dog?

28. Do you rent? Y N Do you own? Y N House Apartment Mobile Home Condo

29. Is the lease/contract in your name? Y N

If you rent, or have a lease option, we will need to contact your landlord

Landlord's Name/Management Co. _____

Address: _____ Phone #: _____

Authorization: _____ By: _____

I am aware that the actions of the animals are often unpredictable; that animals should be closely supervised when with children; that animal's behavior may change after it leaves the shelter and adjusts to a home.

Applicant's Signature Today's Date

Staff use only

Landlord verification ID Verification Address verification

Dog to Dog Introduction Family Introduction Adopter spent ___ minutes with dog

Notes: _____

Spoke to adopter about:

Dog/Cat/Other Intros Children Change in behavior post adopt'n

Obedience Training Adoption Fee Any release documents Kennel Cough

Notes: _____

Interviewed by: _____ Adopters Initials : _____

Reason for Denial _____



VII. STANDARD PROPOSAL FORM

CITY OF EUGENE
Solicitation Number 2012200082

Due Date and Time: **May 21, 2012, 2:30 PM**

I, the undersigned, and authorized representative of Greenhill Humane Society
(Company Name)

certify the following:

Acknowledgement of terms, conditions and specifications

I have read, understand and agree to be bound by the terms, conditions, and contract provisions included in the solicitation documents as well as all addenda issued for this solicitation. I agree to fulfill the requirements to furnish all material, labor, or to perform all work as herein indicated in strict accordance with the solicitation documents as well as all addenda issued for this solicitation. I have fully availed myself to the location or conditions under which the work is to be performed.

Compliance with Laws

Offeror in carrying out the contract will comply with all applicable laws. Offeror certifies, under penalty of perjury, that the offeror is, to the best of the offeror's knowledge, not in violation of any tax law described in ORS 305.380(4).

Access to Plant or Place of Business

Offeror agrees that the City may enter a contractor's or subcontractor's plant or place of business during normal business hours for the following purposes: inspect and/or test supplies or services for acceptance by the City pursuant to the terms of the Contract, and investigate the offeror's minority business certification or other offeror qualifications.

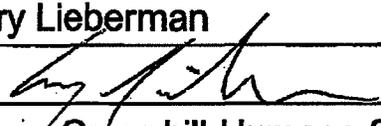
Cooperative Purchasing

The Offeror agrees to extend the terms, conditions and prices of the original City of Eugene contract to all Purchasing Contracting Agencies identified in this RFP and its subsequent addenda. Pursuant to ORS 279A.210, Purchasing Contracting Agencies may establish contracts or price agreements under the terms, conditions and prices of the original contract. Purchasing Contracting Agencies shall have the power and authority to contract directly with the successful vendor(s).

Noncollusion

The offeror certifies that the offer has been arrived at by the offeror, independently, and has been submitted without collusion with, and without any agreement, understanding or planned course of action with, any other contractor, offeror, or vendor on materials, supplies, equipment or services, described in the solicitation documents, designed to limit independent offers or competition. The contents of the offer herein presented and made have not been communicated by the offeror or their employees or agents to any person not an employee or agent of the offeror or its surety on any bond furnished with the solicitation, and will not be communicated to any such person prior the closing time of the solicitation.

We therefore offer the following equipment/service at the prices indicated hereon in fulfillment of the requirements and specifications contained within the solicitation documents and all addenda.

Name: Cary Lieberman Title: Executive Director
Signature:  Date: 5/21/2012
Company Name: Greenhill Humane Society
Address: 88530 Green Hill Rd. Eugene, OR 97402
Phone: (541) 689-1503 Fax: (541) 689-5261
Email Address: director@green-hill.org Federal Tax ID #: 93-0467412

Company contact for this project (if different from above):

Name: _____ Title: _____
Phone: _____ Email Address: _____

VIII. REFERENCE FORM

**RFP 2012200082
Public Animal Shelter and Adoption Program**

This form must be completed and submitted with proposal documents.

OFFEROR'S FIRM NAME: Greenhill Humane Society

Company: <u>Humane Society of Cottage Grove</u>	Contact Name: <u>Janetta Overholser</u>
Address: <u>PO Box 61</u>	City, State, Zip: <u>Cottage Grove, OR 97424</u>
Phone Number: <u>541-942-3130</u>	Fax: _____
Services Performed: <u>Education and assistance regarding spay/neuter of pets, humane education, fostering and transfers to other Humane Societies.</u>	
Year(s) of Service: <u>20 years</u>	

Company: <u>Curry County Animal Shelter</u>	Contact Name: <u>Katherine Powers</u>
Address: <u>PO Box 746</u>	City, State, Zip: <u>Gold Beach, OR 97444</u>
Phone Number: <u>541-247-2514/800-242-5118</u>	Fax: <u>541-247-4508</u>
Services Performed: <u>Dog licensing, animal control, sheltering for all surrendered, abandoned and stray dogs, dog adoption services and transfers to other rescue/shelter organizations.</u>	
Year(s) of Service: <u>over 60 years</u>	

Company: <u>Coos County Animal Shelter</u>	Contact Name: <u>Nicole Willis</u>
Address: <u>92960 Southport Rd.</u>	City, State, Zip: <u>Coos Bay, OR 97420</u>
Phone Number: <u>541-269-2312</u>	Fax: _____
Services Performed: <u>Temporary shelter for lost, abandoned and unwanted animals, adoption services, education, public safety, and animal welfare.</u>	
Year(s) of Service: _____	

EXHIBIT D Scope of Services

Scope of Services includes the specifications outlined in the City of Eugene Request for Proposals 2012200082 and addenda (Exhibit B) and the proposal submitted by Contractor (Exhibit C) for City of Eugene animals. Further clarification of duties as negotiated is outlined below.

Deliverables

Deliverables are those detailed within RFP 2012200082 and addenda and Contractor's proposal and include:

1. **Public Animal Shelter and Adoption Program Services:** Provision of Public Animal Shelter and Adoption Program services for City animals as detailed in RFP 2012200082 and addenda and Contractor's proposal.
2. **Live Release Rate:** An average live release rate for dogs and cats of 90% or higher will be the goal of the Contractor. Contractor will report Live Release Rate based upon the "animals in, animals out" formula as was used by LCAS in the months prior to establishment of this contract. This formula does not exclude owner requested euthanasia, though this contract is to cover services for stray, not owned, animals.
3. **Reporting:**
 - a. Monthly reports on the Public Animal Shelter and Adoption Program's activities and disposition of City animals will be made by Contractor to City Contract Manager and will be available to the public. Reports will be submitted to the City Contract Manager on a monthly basis and should coincide with monthly invoice submittal to City Accounts Payable. Reports will include the following data for City dogs, cats and other animals:
 - Number of impounded animals received from animal code enforcement and field services
 - Number of stray animals accepted from residents
 - Number of animals returned to owners
 - Number of animals adopted
 - Amount of shelter and adoption fees paid
 - Number and destinations of animals transferred out of Public Animal Shelter and Adoption Program to other animal welfare agencies or placed with rescue groups
 - Number of animals stolen
 - Number of animals that are dead upon arrival
 - Number of animals that died while in care at the Public Animal Shelter and Adoption Program
 - Number of animals euthanized and description of the reason for euthanasia
 - Live Release Rate
 - Summary of donations received
 - Number of volunteer hours contributed
 - Other data as requested
 - b. Contractor will submit a monthly narrative of occurrences at the Public Animal Shelter and Adoption Program facility to the City Contract Manager. Form, style and content shall be agreed upon between City and Contractor.
 - c. In coordination with the City, Contractor will manage a website and provide current content on an ongoing basis to provide timely public access to information concerning animals in the Public Animal Shelter and Adoption Program. This will include a lost and found register, information on unclaimed animals and animals available for adoption,

transfer or placement, monthly data reports as described above, opportunities for volunteer and fostering animals, and other information.

4. **Protocols:** Contractor will maintain and follow clear protocols for the operation of the Public Animal Shelter and Adoption Program. Protocol topics must include, but are not limited to shelter admission and intake procedures, care and welfare of animals, behavior assessment, euthanasia, foster care, employee conduct and medical assessment and treatment. City will maintain a copy of these protocols for public inspection upon request. Contractor shall notify City when significant updates have been made to the protocols and shall supply City with a copy of the updated protocols.
5. **Foster Families and Volunteers:** Contractor shall attempt to continue working relationships with foster families and volunteers established by LCAS and active at the time of the establishment of this contract.
6. **Hours of Operation:** The Public Animal Shelter and Adoption Program facility will be open to the public between 11am and 6pm Tuesday-Saturday. The public hours may be adjusted from time to time as mutually agreed upon by City and Contractor.
7. **Division of Facilities:** City and Contractor shall maintain a clear division between the Public Animal Shelter and Adoption Program and Contractor's other shelter operations. Any animal transferred from the Public Animal Shelter and Adoption Program to another shelter or rescue facility, including any other shelter operated by Contractor, will be treated as an official transfer and clearly documented as such.
8. **Transfers:** Contractor will report to the City when City animals that are transferred to another animal welfare agency, foster family or rescue agency are deemed to be non-adoptable and/or are euthanized.
9. **Meetings:** Contractor shall meet with City Contract Manager and other appropriate City staff on a quarterly basis and as requested to discuss operations. These meetings will provide a forum for building partnership, discussing reports and processes, and collaborating to address challenges. The meetings will be arranged by the City Contract Manager.

Public Relations: City will assist with public communication of the services transition during the commencement of this contract.

Facility Maintenance

Repairs, maintenance and utilities responsibilities for the shelter and adoption facility located at 3970 W. 1st Ave., Eugene, Oregon 97402 will be addressed as follows:

City's Obligations:

- a. Perform and pay for initial repairs and modifications to the facility as agreed upon between the parties, including installation of a powered ventilation system in the isolation room, removal of carpet, and all repairs necessary to bring the facility in compliance with ADA and City code requirements.
- b. Repair and maintenance of the foundations, roof and gutters, exterior walls (including painting), bearing walls, subfloor, structural portions, electrical systems and exterior perimeter fencing.
- c. Repair and maintenance of water, sewage, gas and electrical services up to the point of entry to the improvements.
- d. Repair of sidewalks, driveways, curbs, parking areas.

- e. Repair and replacement of the heating, ventilation and air conditioning (HVAC) system, built-in appliances, building security systems, including locks and keys, as needed during the term of the contract.
- f. Repair, maintenance, and janitorial services for the portion of the premises occupied by the City Spay and Neuter Clinic. City Spay and Neuter Clinic will pay 15% of actual utility costs as invoiced by Contractor. City Spay and Neuter Clinic will not share in telephone nor internet usage or costs.
- g. Ensure repairs, replacements, or other work performed on the premises by City are done in such a way as to interfere as little as reasonably possible with Contractor's use of the facility.
- h. Pay all real property taxes and special assessments levied against the premises.

Contractor's obligations:

- a. Provide regular janitorial services for the facility.
- b. Establishment of utilities accounts and payment of all utility bills, including electricity, gas, water, sewer, telephone and internet.
 - i. Contractor will bill City Spay and Neuter Clinic monthly for 15% of actual utility costs, excluding telephone and internet costs as the clinic will not share usage of those two utilities.
 - ii. Contractor will establish its own internal computing network.
- c. Repair and maintenance of interior walls, ceilings, floors, doors, and related hardware, re-lamping light fixtures, interior and exterior glass and windows, and plumbing from the point of entry to the improvements.
- d. Maintenance of the HVAC system. Contractor will maintain a service contract to perform standard HVAC system maintenance semi-annually, at Contractor's expense.
- e. Contractor shall keep sidewalks, walkways, driveways, and parking lots of the premises free and clear of obstruction.
- f. Contractor will not permit accumulations of debris, ice or snow on the roof of any improvements that would stop or obstruct gutters or downspouts or cause damage to the roof.
- g. Repairs, maintenance and replacements arising from the use of the premises by the Contractor or any of the Contractor's employees, invitees, agents or customers.
- h. Routine maintenance of the landscape in accordance of the City of Eugene Integrated Pest Management program.
- i. Cost of replacing lost keys at the City's current standard replacement rate.
- j. All other routine maintenance and repairs to the premises.
- k. Contractor will notify City Facility staff of structural or code concerns.

Facility Security

Contractor shall maintain the facility at 3970 W. 1st Ave., Eugene, Oregon in a locked condition, with the security system properly armed when the building is not occupied. Facility Management staff will have keys and security codes to access to the facility at all times.

Security System: City of Eugene will provide, maintain, and pay for the electronic security system and will provide Greenhill with security alarm contractor contact information.

- a. Contractor shall arrange training for proper use of the alarm system directly with the alarm monitoring company. Contractor is responsible for training their staff, as needed to ensure that all staff members who close and/or open the building are able to properly arm and/or disarm the security system.
- b. Contractor will be responsible for responding to all security alarm calls. Contractor's staff will be expected to respond to alarm calls by physical site inspection to determine appropriate response.
- c. City Facility Management Division staff should be contacted immediately in the event of a building emergency. On call cell number for an emergency is #541-228-1059.

- d. Contractor will provide alarm contractor with a contact list and contact information for Contractor staff who are available to respond to alarm calls 24/7, and will provide a copy to the City Facility Management Division, Operations and Maintenance Manager. City will provide Greenhill and the alarm monitoring contractor with a Facility staff call list as well.
- e. Contractor and City will apprise the alarm contractor and one another immediately when any changes are made to the call list.

Keys: The City of Eugene Facility Management will issue all keys to the facility. Contractor and City Facility Management will mutually agree on a key control plan. Contractor will maintain a list of all staff who have keys to the facility and will notify Facility Management of any changes to the key list. Contractor will be charged for replacement keys at the City's standard rate.

EXHIBIT E
Compensation Schedule

Compensation

Base annual compensation for the first contract year is \$334,000, prorated monthly. Upon commencement, Contractor shall invoice City and City will pay for three (3) months of services in advance. Thereafter, City will pay Contractor in equal monthly installments upon receipt of properly submitted invoices. Payment shall be made within 30 days after City's receipt of an invoice from Contractor summarizing the Services performed. Contractor will retain shelter and adoption fees paid for animals that originated from the City of Eugene as additional compensation.

Invoices

Contractor will submit monthly invoices for services provided. Properly submitted invoices will contain a brief description of actual services provided, the month in which services are performed, and contract number 2012-03487. All invoices should be mailed to City Accounts Payable:

City of Eugene
PO Box 11110
Eugene, OR 97440

or

Sent electronically to AP@ci.eugene.or.us

Include routing number 2220 as the first four digits in your customer order number field.

Transfer of Public Employees

As outlined in the RFP 2012200082 and if necessary, this contract will be further negotiated as applicable with Oregon Revised Statutes 236.605-236.640, Transfer of Public Employees. Such negotiation will be incorporated into this contract upon mutual written agreement of both parties.