

Table of Contents:

1. Letter of Transmittal
2. Experience and Qualifications
  - W-9 Taxpayer Identification
  - Business Tax Receipt
  - Certificate of Insurance
  - Operation S.O.S. Staff Resumes
  - EIN for Sunrise Humane Society
3. Business Plan
  - Staff Hierarchy Diagram
  - Phase One
  - Phase Two
  - Phase Three
  - Phase Four
4. Financial Plans and Oversight
  - Proposed 2021 Budget
  - Proposed Start-Up Loan
5. Staffing and Professional Qualifications
  - Sample Wellness Clinic Budget
  - Operation S.O.S. Veterinary Fees for Shelters contract
  - Resume: Proposed Shelter Manager, Mandy Rowan
  - Resume: Proposed Facilities Director, Scott Coccoli
6. Supplemental Documents
  - Florida Animal Friend Grant Recipient Letter
  - IRS 501.c3
  - State of Florida DBA
  - FL Consumer's Certificate of Exemption
  - FL DBPR License
  - FL HCCE License
  - FL Solicitations for Contributions Registration
  - FL Biomedical Waster Permit
  - Dr. Kittams' FL DBPR License
  - Dr. Kittams' DEA License
7. Fees and Compensation
8. Facilities and Lease Agreement
  - Proposed Lease Agreement
9. Termination of Contract
10. Letters of Recommendation
  - Okeechobee Animal Control
  - Port Saint Lucie Animal Control
  - United for Animals

Operation



Sterilization Outreach  
Services, Inc.

RECEIVED

DEC 14 2020

CITY OF FORT PIERCE  
COMMUNITY RESPONSE  
Code Enforcement &  
Animal Control

Operation Sterilization Outreach Services, Inc.  
9196 SE Karin St.  
Hobe Sound, FL 33455  
(772)222-7717  
[operationsosflorida@gmail.com](mailto:operationsosflorida@gmail.com)

November 17, 2020

City of Fort Pierce, Florida

Dear Ms. Arraiz:

This Letter of Transmittal is written to introduce a proposal to operate the Animal Shelter located at 100 Savannah Rd., Fort Pierce, Florida. We are Operation Sterilization Outreach Services, Inc., hereby abbreviated as our DBA: Operation S.O.S.

We are a Florida-registered 501.c3 corporation, in good standing with the Florida Secretary of State under the Department of Business and Professional Regulation. Operation S.O.S. sponsors a mobile Veterinary spay/neuter surgery Van with the staff of a Florida-licensed Veterinarian and two Veterinary Technicians. The Organization has been servicing the Treasure Coast and Okeechobee County since 2017. To-date over 10,000 sterilization surgeries have been provided, making the Organization the highest provider of veterinary High-Quality/High-Volume (HQHV) spay/neuter services in aforementioned area. We tout contracts with the City of Fort Pierce, Saint Lucie County, Okeechobee County, and City of Port Saint Lucie. We are the only provider of spay/neuter services to all three municipalities with ordinances/funding for feline Trap-Neuter-Vaccinate-Release programs.

Providing public spay/neuter is only forty-percent of our services. The remaining sixty-percent comes from providing medical/surgical care to fifteen area rescues/shelters. Having a mobile unit allows us to take the needed services to the animals. Our staff daily spend two hours on the road to take services to the source. It has been our honor to intimately observe the workings of each Organization saving animals, getting to know the staff and volunteers committing their lives to animal welfare. Days/nights/weekends, we respond to texts/emails/calls to help with an animal in need. We pass on our nonprofit discounts for medical supplies, ordering for these Organizations. What this translates to is each Organization we service receives the most highly discounted medical products like antibiotics, vaccinations, heartworm treatment and surgery. There is no fee for these services beyond what it costs us. Our access to resources keep shelter costs to a minimum, maximizing funding for animal care. Shelter support is what we do. The big white Van and our staff are the epicenter connecting our Animal Welfare community.

Under the Supplemental Documents portion, are legal documents for Operation SOS. Also included is the funding letter from the Florida Animal Friend license plate spay/neuter grant. This is a highly sought-after State grant. We were recipients for our Okeechobee work after being in business for only two years. Our Organization does not actively solicit donations as we are small and focused on surgery days. Despite, in three years of business, we have received \$89k in grants/bequests/donations. This is phenomenal for an Organization with an annual operating budget of \$300k. We continue to write grants as we see the opportunity.

(772)222-7717 ♦ [operationneuter@gmail.com](mailto:operationneuter@gmail.com) ♦ [www.operationsos.net](http://www.operationsos.net)

Connecting income-qualifying households to veterinary spay/neuter services

Moving to the bigger picture of area Animal Welfare, the Savannah Rd shelter has been closed for a year. In that time we have witnessed the Shelters we serve inundated with animals. They are constantly filled beyond reasonable numbers in their capacity for care. Despite, the public keep coming with more animals. It has been difficult to witness and we hope for relief for these private organizations. Two RFPs have been presented with no acceptable applicants. With the attached document, it is our intention to work within the parameters set by the City of Fort Pierce RFP document.

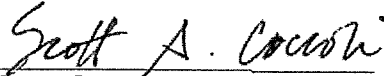
In the following document, we suggest an unconventional approach to filling a need. This approach is one we see as a win-win for the City of Fort Pierce, St. Lucie County, the public, the Animal Welfare community and the animals collectively served. Our goal is to create a wholly new nonprofit Organization in a four-phase approach. The nuts-and-bolts of immediate transition of animal care by 2/1/2021 will require a Shelter Manager immediately in place. That person has been identified and an acceptable salaried compensation has been negotiated. The current kennel staff will be offered continued employment. Operation SOS will have the surgery Van parked/providing services four-days a week, charging on a per animal basis. Dr. Kittams will temporarily move closer to the Facility and her staff will also be close for emergent needs. The Operation SOS Board will be available for situations that require volunteer help/transition. It is our goal to have Animal Control go back to being Animal Control, with our Team taking over day-to-day shelter activities. Operation S.O.S. will have a vested-interest in the success of the Shelter as we will administrate a \$20k start-up loan to the new Organization. Terms of that loan are also included in this document.


On the business side, establishment with the IRS as a nonprofit 501.c3, opening bank accounts and licensure/permits, the administrative side is clear. From there, establishing a responsible, active and vested Board of Directors is essential. In tandem, finding the right people as a Staff and Volunteer Team that focuses on compassionate care is key. Lastly, our community shelter will aspire to be an essential part of the greater Community, being a safety net to all those furry friends of our community that need help.

The Municipalities met the call in providing over \$500k in upgrades to the Savannah Rd Shelter. We will rally our proverbial troops to respond in-like to support, grow and encourage the success of the Savannah Rd Shelter. This endeavor will also require the Community to respond. We will ask the Commissioners, Animal Control, the Sheriffs, the Business Owners and Veterinary Community all to be part of the solution.

Operation S.O.S. has been very blessed in a very short period of time in being successful. In part, our success is due to the resilient Animal Welfare community and the Municipalities that support our services. It is our intent to inclusively create an animal shelter that is fiscally responsible, transparent, compassionate and strives to serve. Presented to you is our collective new shelter: Sunrise Humane Society.

Cheers to the Animals,

  
Scott Coccoli, Board President  
Operation S.O.S.

  
Dr. Julie Kittams, Executive Director  
Operation S.O.S.

*"The greatness of a nation and its moral progress can be judged by the way its animals are treated." -Mahatma Ghandi*

### **A. Experience and Qualifications**

Operation Sterilization Outreach Services, Inc. (DBA Operation S.O.S.) is a Florida-registered 501.c3 nonprofit operating from a mobile surgery Van employing a Florida-registered Veterinarian and two Veterinary Technicians. The Organization has been servicing the Treasure Coast and Okeechobee County since 2017. To-date over 10,000 sterilization surgeries have been administered. By far, we are the largest provider of High-Quality/High-Volume (HQ/HV) spay/neuter services in aforementioned area. We tout contracts with the City of Fort Pierce, Saint Lucie County, Okeechobee County, and City of Port Saint Lucie. We are the only provider of services to all three municipalities for feral cat Trap/Neuter/Vaccinate/Release (TNVR) programs aimed at decreasing stray-cat populations. We also provide spay/neuter/wellness services to fifteen area shelter/rescues. The role Operation S.O.S. plays in the community puts us at the epicenter of area Animal Welfare.

Our Executive Director is Dr. Julie Kittams. She has been a Veterinarian for 23 years, licensed in the State of Florida for six years. Her passion for animal welfare has driven her entire veterinary career and is what founded and continues to drive Operation S.O.S. in providing humane and affordable veterinary care. Her resume is included. Note she has specialized training from the ASPCA for HQ/HV spay/neuter surgery. Her two-decades of experience in emergency and shelter medicine are invaluable to the services we provide.

Our Board of Directors touts Dr. Kittams as a non-voting member (Conflict of Interest) and five additional members, each with a history in animal welfare and an active role in the functions of Operation S.O.S.: Scott Coccoli (resume included), Dr. Sara Matthews (Dr. Dan's Animal Hospital), Joanne Bury (past-Board President of the Humane Society of the Treasure Coast), Brian Bohmueller ([GoodnessFirst.com](http://GoodnessFirst.com)), Jan DalCorso (Full Moon Phoenix).

We employ two full-time Veterinary Technicians. Amber Sweatt, Lead Technician, has over 20 years experience as Veterinary Technician and is currently enrolled in the Veterinary Technician licensure program at St. Petersburg College. Sara Schneider has over four years experience in an AAHA-certified Veterinary Hospital in Illinois after retiring her thirty-year career working with the public as a Hair Stylist. She also worked at Furry Friends no-kill shelter in Jupiter, FL. Our small but mighty dream-team of three can produce up to 40 surgeries daily. Resumes included.

The legal history of the Proposer is as follows:

In short, Proposer has no history of litigation, claims or disputes as outlined in the RFP document from City of Fort Pierce.

Operation S.O.S. came into being as the Board of Directors recognized a need in the Community. We purchased our surgical unit, obtained all the appropriate permits and sought grant-funding where necessary. In a very short time, we have created an incredible asset to the community of the Treasure Coast and Okeechobee. Our Organization has the skillset, financial resources and connections to create a new Animal Shelter nonprofit business servicing the communities of Fort Pierce and Unincorporated St. Lucie County. This proposal is to present the objective of forming an open-admission animal shelter to take in all domestic cats and dogs surrendered by the City of Fort Pierce/Unincorporated St. Lucie County residents or impounded by aforementioned municipal Animal Control. Said-Shelter will reflect the needs of the immediate Community and strive to be financially viable, transparent and a model for local Animal Welfare.

## Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
 See Specific instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <i>Operation Sterilization Outreach Services, Inc.</i>	
2 Business name/disregarded entity name, if different from above	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.  <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate  <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.  <input type="checkbox"/> Other (see instructions) ▶ _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from FATCA reporting code (if any) _____  <small>(Applies to accounts maintained outside the U.S.)</small>
5 Address (number, street, and apt. or suite no.) See instructions. <i>9196 SE Karin St.</i>	Requester's name and address (optional)
6 City, state, and ZIP code <i>Hobe Sound, FL 33455</i>	
7 List account number(s) here (optional)	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>																					
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### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶ <i>June Williams</i>	Date ▶ <i>11/9/2020</i>
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### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
  - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
  - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
  - Form 1099-S (proceeds from real estate transactions)
  - Form 1099-K (merchant card and third party network transactions)
  - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
  - Form 1099-C (canceled debt)
  - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

2020 - 2021

MARTIN COUNTY  
BUSINESS TAX RECEIPT

Honorable Ruth Pietruszewski CFC, Tax Collector  
3485 S.E. Willoughby Blvd., Stuart, FL 34994  
(772) 288-5604

Account 2017-125-0716  
Category 125  
Phone (772)222-7717  
Location 9196 SE KARIN ST

Cert VM13164  
Sic No 541940

Lic Fee 0.00  
Penalty 0.00  
Coll-Fee 0.00  
Transfer 0.00



TOTAL 0.00

NP

KITTAMS, JUILE

OPERATION STERILIZATION OUTREACH, SERVICES INC

Has satisfied requirements to engage in the business profession  
or occupation of 125 MOBILE VETERINARY

at location listed for the period beginning on

July 27, 2020

OPERATION STERILIZATION OUTREACH,  
SERVICES INC  
9196 SE KARIN ST  
HOBE SOUND, FL 33455

AND ENDING September 30, 2021

805-19-00242159 PAID

THIS FORM BECOMES A RECEIPT ONLY WHEN VALIDATED BY RECEIPTING MACHINE.

ANYONE DOING BUSINESS WITHOUT A VALID BUSINESS TAX RECEIPT IS  
SUBJECT TO A \$250 FINE. IF NOT PAID BY SEPT. 30th, A DELINQUENT PENALTY OF 10%  
FOR THE MONTH OF OCTOBER, PLUS A 5% PENALTY FOR EACH MONTH THEREAFTER  
UP TO 25%, PLUS COLLECTION COSTS WILL APPLY.

NOTE: A PENALTY IS IMPOSED FOR FAILURE TO KEEP THIS BUSINESS TAX RECEIPT  
EXHIBITED CONSPICUOUSLY AT YOUR ESTABLISHMENT OR PLACE OF BUSINESS.



# Dr. Julie Kittams

(503)317-4247 9196 SE Karin St. Hobe Sound, FL. 33455 juliekittams@gmail.com

## Profile

I am a small animal Veterinarian, working in private practice and shelter medicine for over twenty years. Four years ago I elected to pursue my passion for Animal Welfare and started the nonprofit Operation Sterilization Outreach Services, Inc. As the Veterinarian and Executive Director, I have learned tremendously from this project. From administrating a business, to working with municipal contracts, to the nonprofit side of fundraising/grants, I have gained a new skillset outside of being a Veterinarian.

## Experience

### EXECUTIVE DIRECTOR/VETERINARIAN, OPERATION S.O.S. – 2016-PRESENT

Nonprofit deploying a mobile spay/neuter outreach van, providing an average of twenty-two surgeries daily. Additionally, provides support to over fifteen area rescues/shelters, assisting in medical/surgical care to be sure each facility can maximize their adoption potential. Four municipal contracts to provide spay/neuter services. Only provider of TNVR to three municipalities. To date, accepted \$90k in grants/donations and provided over 10,000 sterilization surgeries.

### RELIEF VETERINARIAN, VAGABOND VETERINARY SERVICES-2005-2017

Self-employed providing relief services to private practice, emergency and shelters. Also provided public house-call euthanasia. Serviced over twenty veterinary facilities in its tenure, was highly regarded and in high-demand in a metropolitan area of over a million people.

### ASSOCIATE VETERINARIAN, VCA NORTH PORTLAND VETERINARY HOSPITAL-2011-2015

Relief Vet transitioned to full-time staff Vet. AAHA-certified, highly-respected full-service facility touting Board Certified Anesthesiologist, Dentist and a staff of over 30. Clients were a full-spectrum of socio-economic background.

### EMERGENCY VETERINARIAN, EMERGENCY VETERINARY CLINIC OF TUALATIN-2009-2015

Part-time staff Vet in a busy emergency facility. Cared for complicated medical/surgical cases transferred from local Speciality Hospitals and general practices. Required to work independently and efficiently, enter charges, make accurate estimates, discuss client expectations, counsel clients making difficult decisions.

### ASSOCIATE VETERINARIAN, EMERGENCY VETERINARY CLINIC OF SANTA FE-2004-2006

Full-time Vet in small animal emergency facility. Overnight shifts of fifteen hours with only one staff member. Position required to be highly independent, performing advanced surgery and managing complicated cases.

### SPAY/NEUTER VETERINARIAN, ESPANOLA HUMANE SOCIETY-2004-2006

Part-time Veterinarian in a shelter with a public spay/neuter clinic. Average twenty surgeries in four hours. Worked with adjacent shelter, Santa Fe Humane Society, performing surgeries.

### WILLAMETTE VETERINARY CLINIC, P.C., CORVALLIS, OR-1998-2003

Senior Veterinarian and Marketing Director. AAHA-certified practice, employed six Veterinarians along with support staff. Considered the best Veterinary practice in the area. Focused on cutting-edge medicine, open 365-days a year.

Remainder of job history provided upon request

## Education

Bachelor of Science, Microbiology, 1992. Oregon State University.

Doctor of Veterinary Medicine, 1997. Oregon State University

ASPCA Humane Alliance HQ/HV Surgical Training, 2017. Asheville, NC

## Professional Memberships

\*American Veterinary Medical Association \*Humane Society VMA \*Association of Shelter Veterinarians

## Volunteer Work

\*Portland Veterinary Medical Association, President \*Iditarod Dogsled Race, Medical Team

\*Santa Fe Community College, Veterinary Assistant Program \*APY Land Management, Camel Export, S.Australia \*Feral Cat Coalition of Oregon, Spay/neuter Vet \*Heartland Humane Society, Spay/neuter Vet \*Oregon Friends of Shelter Animals, Spay/neuter Vet \*Ko Phagnan Vet Clinic, Thailand, Spay/neuter Vet \*Navajo Animal Clinic, Vet

## References

Dr. Steve Callahan, Veterinarian/Owner (retired). Corvallis, OR (541)602-4340

Dr. Sara Mathews, Veterinarian/Owner. Vero Beach, FL (772)567-8468

Dr. Patricia Ries, Veterinarian/Owner. Jensen Beach, FL (772)530-9800

Scott A. Coccoli  
9 Mediterranean Blvd N  
Port St Lucie, FL 34952  
772-249-6949

Utilizing the knowledge, skills and abilities from both my animal welfare and professional positions, I would fulfill the duties of Facilities Manager for Sunrise City Humane Society. My working relationship with both the City of Ft Pierce and St Lucie County animal control divisions is solid and professional. My working relationship and partnership with local rescues/shelters is already established. I have a vested interest in the welfare of the animals along the Treasure Coast which leads me to being an integral part of our new community shelter.

### Animal Welfare Qualifications

August 2016 - Present      Operation Sterilization Outreach Services, Inc. Hobe Sound , FL 33455

#### POSITIONS :

2018 – Present      Board of Directors, President

2020                  Assistant vet technician in training

Preparing animals for sterilization surgery including animal restraint during sedation and tracheal intubation, checking vital signs, preparing surgical incision site and monitoring animals post surgery.

2017 – 2018      Board of Directors, Vice President

2016 – 2017      Technical Advisor / Driver / Maintenance Technician

Performed remodel construction of mobile veterinarian clinic to meet owner's design.

Driving duties of mobile clinic to public outreach locations. Performed routine mechanical maintenance on vehicle. Acted as technical advisor on Operation S.O.S, Inc. business operations.

2017 – 2020      Community Cat Coalition of the Treasure Coast

Director of organization acting as liaison to City of Ft Pierce, St Lucie County and City of Port St Lucie animal control divisions. Responding to requests for trapping, setting trapping schedules in coordination with veterinarians, assigning trappers to locations, verifying TNVR certificates to animal control, training new trappers, maintaining equipment and overseeing foodbank for cat caregivers.

11/1/2014 – 5/20/2016      Humane Society of the Treasure Coast

4100 SW Leighton Farm Rd

Palm City, Florida 34990

Volunteer Coordinator : Sara Fisher 772-223-8822

Volunteer participation in animal care at the main shelter including cage and kennel cleaning, animal grooming and bathing, securing fecal samples, assisting with

immunizations and administering medications. Monitoring animals post sterilization surgery. Acting as animal adoption counselor matching potential adoptees with animals, then completing adoption contracts. Assisting with animal in-take, animal surrender and owner grief counseling for animal euthanasia.

Volunteer participation in Pet Therapy program with my cat Annie, visiting assisted living facilities, dementia care facilities, elementary schools and shelter fundraisers. Submitted application for position of Director of Humane Education.

### Professional Qualifications :

2/20/17 - CURRENT City of Port St Lucie

Public Works

Supervisor : Tom Salvador

HR : 772-344-4335

POSITION : Construction Inspector

Assigned commercial development projects : attends pre-construction meetings, on-site progress meetings, performs construction inspections and participates in final acceptance of projects.

Participates as a member of the Proposal Evaluation Committee for City projects. Assists with designing and making field checks to calculate costs, determine project feasibility and prepare quantity take-offs for City design and construction projects. Assists with CIP projects and City paving program: coordinates Contractor work efforts, maintains daily log of construction and inspection activities, reviews pay requests and computes monthly estimates of work completed.

Responds to resident Service Requests arising from City projects: Contacts resident to fully understand request, documents conditions and attempts to settle issues and concerns.

Monitors utility Contractors performing approved Permit work, including photo documentation of pre-construction conditions, progress of work and inspection of all restoration efforts for close-out.

Patrols for non-approved Permit work, Contractor lane closures and enforces cease work orders.

Excels in written and verbal communication. Ability to generate innovative solutions to work situations.

7/15/2013 – 9/6/2014 TME Enterprises, Inc.

Corp. Headquarters : Chesapeake, VA

HR Specialist : Barbara Hoffman 757-466-8717

POSITION : Project Manager

Setting weekly and monthly work schedules for TME workforce, purchasing materials and performing QA/QR on completed work. Procuring and scheduling subcontractors to perform work, QA/QR on work performed then verifying and processing Invoices for payment. Direct contact with FDOT Maintenance Engineer and Project manager on daily operations and customer service requests, representing TME at monthly FDOT progress meetings. Reviewing TME facility inspection reports and informing vendor of items not meeting the Contract requirements, requesting schedule for corrections and accessing penalties for non-compliance. Performing plans review for upcoming FDOT construction Projects and coordination with City, County and private agencies during Project duration.

# Amber Sweatt

Ft Pierce, FL

amber.sweatt@icloud.com - (772)828-7761

## PROFILE

*Highly skilled Veterinary Technician with over 20 years of experience in private practice. In the last three years, I have found my passion within the Veterinary field is shelter medicine. I enjoy the fast pace of the surgery room and helping clients in need of low cost care. The most rewarding part of the process is helping animals find forever homes.*

## WORK EXPERIENCE

**Lead Technician - Operation S.O.S. - Treasure Coast, FL - 10/2017 to Present**

*Maintain schedule of daily activities, Coordinate with 10+ shelters and rescues, mentor vet assistant, maintain budget and payroll, work with ClinichQ software, interface with public to help navigate programs and services, induce and intubate for procedures, Order supplies and invoice for 5+ shelters.*

**Lead Clinic Technician - Humane Society of St Lucie County - PSL, FL - 10/2018 to 2/2019**

*Maintain daily work flow of surgeries and clinic appointments, monitored pre and post operative patients, induce and intubate for procedures. Work with PetPoints software.*

**Veterinary Technician - Chasewood Animal Hospital - Jupiter, FL - 7/2017 to 10/2017**

*Assisted veterinarian in exam rooms, collected blood and urine samples, maintain good client relationships. Work with Avimark software.*

**Veterinary Technician - North Port St Lucie Animal Hospital - Ft Pierce, FL - 3/2016 to 12/2016**

*Assisted veterinarian in exam rooms, collected blood and urine samples, prepped patients for surgery. Work with Cornerstone software.*

**Veterinary Technician - Martin Downs Animal Hospital - Palm City, FL - 8/2013 to 4/2014**

*Assisted veterinarian with surgery, took care of pre and post operative patients, performed dental cleanings, collected blood and urine samples. Work with DVMax software.*

**Veterinary Technician Level 3 - Animal Emergency and Referral Center - Fort Pierce, FL - 1/2013 to 8/2013**

*Administered treatments according to veterinarian orders, assisted veterinarian with surgery, took care of pre and post operative patients, collected blood and urine samples.*

**Prior work history available upon request.**

## **EDUCATION**

### **Animal Behavior College**

*Coursework*

### **St. Petersburg College - Veterinary Technology**

*Currently Attending*

## **SKILLS**

*Anesthesia (10+ years), Budgeting (5 years), Scheduling (10+ years), Customer Relationship Management (5 years), Computer Skills (10+ years), Inventory Management (10+ years), Management (5 years), Customer Service (10+ years), Marketing (5 years), Payroll (5 years)*

## **SPECIAL AREAS OF INTEREST**

*Assisting shelters in animal medicine*

*Canine Behavior/Training*

*Animal Nutrition*

*Client Education*

*Kitten Fostering*

## **MILITARY SERVICE**

*Service Country: United States*

*Branch: Navy*

*Rank: E4*

*July 2003 to July 2007*

*Honorable discharge*

## **REFERENCES**

*Dr. Julie Kittams - DVM - 503 317 4247*

*Dr. Judith Oliver - Associate DVM - 772 418 6848*

*Cris Breford - Supervisor - 772 224 1821*

# Sara Schneider

Veterinary Assistant

**Address** Port Saint Lucie, FL, 34986

**Phone** (630) 267-5997

**Email** sarag0404@live.com

Veterinarian Assistant willing to work and offering a great work ethic. An animal lover with over 2 years of successfully assisting Veterinarian in surgery. Highly motivated employee committed to learning new tasks.

## Skills

Vaccination administration, I.V, SQ drug administration, Restraint ( dog & cat ), Surgical prepping procedures, General anesthesia monitoring, Animal behavior observation, Preventative observation, Preventative care, Initial animal evaluation, Surgical assistance, Disinfectant procedures, Communication skills.

2018-10 - Current

### **Veterinarian Assistant**

*Operation Sterilization Outreach Services, Hobe Sound, FL*

- Assisted veterinarians with restraining animals during examinations to assess injuries.
- Monitored health and behavior of animals by looking for urine and fecal output and completing weight checks.
- Prepared surgical instrument packs and drapes for use in sterile environments to be processed in autoclave.
- Maintained healthy environment by cleaning and disinfecting exam areas, equipment and kennels.
- Assisted veterinarian during surgical procedures by organizing operating room by preparing necessary tools and equipment.
- Restrained animals of all sizes appropriately during veterinarian examinations and when immunizations were given.
- Provide comfort to clients of sick or dying pets.
- Assessed paws, ears and eyes for injuries or infections upon check-in and notified customers of issues immediately.
- Implanted subcutaneous identification microchips into animals.
- Swabbed ears to remove wax and dirt, to allow air to circulate freely and avoid infection.
- Assisted veterinarian with wound treatment, administration of vaccines and operations.

2017-08 - 2017-10

## **Veterinary Technician Assistant**

*Furry Friends Rescue, Palm City, FL*

- Conducted preliminary patient workups including gathering patient history information, description of symptoms from owner, and documenting presenting condition.
  - Monitored health and behavior of animals by looking for urine and fecal output, completing weight checks and observing appetite during feeding.
  - Administered heartworm tests, distemper vaccine, sq fluids, fecal float, heartworm preventative and flea & tick medications to animals. Scheduled on a regular basis and documented any changes in condition.
  - Applied medications and treatments to dogs/cats afflicted with fleas and skin mange or ringworm parasitic infestations.
  - Assessed paws, ears and eyes for injuries or infections upon check-in and notified veterinarian/staff of issues immediately.
  - Induced anesthesia by inhalation.
  - Administered medications, vaccines, and treatments as instructed by veterinarian.
- Lifted dogs of varying weights and breeds for services on daily basis  
Blood draws and bladder expressions.

2012-04 - 2017-06

## **Kennel Staff Assistant**

*Meadowview Veterinarian Clinic, Geneva,*

- Maintained clean and organized boarding areas to promote animal wellbeing.
- Monitored animal behavior and completed examinations to identify issues, injuries or potential diseases.
- Contributed to client retention by consistently providing outstanding customer service to both clients and pets.
- Monitored and maintained food and water of boarded animals according to animal dietary health guidelines.
- Completed animal intakes to board by labeling all home items and toys.
- Educated clients and answered questions regarding dietary products, medications and supplies.
- Assisted on basic wound care and other medical aid with Veterinarians to handle advanced cases.
- Monitored and recorded information such as feeding schedules, appearance, behavior of boarded and/or hospitalized patients.
- Completed daily cleaning of kennels, cages and public areas using disease control protocol to provide sterile environment.
- Stocked kennel and cleaning supplies to maintain proper inventory for daily

# Mandy Rowan

Port St. Lucie, Fl.

[Pickles4700@aol.com](mailto:Pickles4700@aol.com) (772) 204-5732

I believe I have the unique distinction of not only growing up in this area, but raising my own family here. I've lived and worked here for forty years. This adds to the skills I've spent decades acquiring. I have a passion to help not only animals, but the people who care for them. I enjoy working with people and educating them on animal care and safety. I have strong community outreach and communication skills; as well as decades of hospital and shelter experience. I know what the needs are for this community, as I am a part of that same community.

## **Work Experience:**

### **Shelter Manager/medical director**

Dogs and Cats Forever, Ft. Pierce, Fl. 9/2019 to present

Intakes, medical appointments arranged and needs met. Staff, volunteer and foster coordination and oversight. Inventory management. Adoption and surrender counseling. Making sure isolation and quarantine protocols are followed. Problem solving on multiple levels. Rescue partner outreach, local veterinary outreach. Social media use and fundraising. Constantly creating new ideas for shelter success!

### **Veterinary Technician**

Big Dog Ranch Rescue, Loxahatchee, Fl. 7/2019 to 12/2019.

Maintaining daily medical health for 600 dogs. Surgical tech for over 25 surgeries per day. Twice daily medicating of 150 animals per day. Intake exams and followed protocol for incoming transports from outside agencies for 50 or more animals at a time. Coordinating care with adoption and kennel staff. Learning the incredible value of shelter medicine after so many years in private practice. And seeing it work! I loved this job. I only left, as an opportunity presented itself closer to home.

### **Practice Manager / veterinary technician**

Sandpiper Animal Hospital , Port St. Lucie, Fl. 7/2015 to 5/2019

Staff oversight , inventory management, accounts payable/receivable. Implementing policies and procedures. Creating vaccine and parasiticide protocols. Adherence to all state and federal licensing laws and practices. Managing payroll, and business taxes. Social media interaction, and client involvement. Maintaining client satisfaction. Surgery tech, room and pharmacy tech. I left to pursue my passion for shelter /rescue medicine.

### **Veterinary technician / receptionist**

Morningside Animal Hospital , Port St. Lucie, Fl. 06/2009 to 04/2015 (previously Animal Planet V/H. 2003 – 2009).

Customer service, multi line phones, multiple software systems. Radiology, veni puncture, IV and urinary catheter placement, cytology prep and reading, urinary and fecal prep and reading. Microscopic parasite identification ie: whipworm, roundworm, hookworm, coccidia, tapeworm ( both types), mange mites. Infectious disease identification and protocol implementation. Animal restraint, and basic behavioral assessment. Anesthesia and surgical protocols. Hospitalization oversight. Wound cleansing and wrapping. Basic pharmacy knowledge. Veni puncture and IV catheter placement. Core vaccine knowledge. Knowledge of symptoms for basic infectious disease identification. Ie: leptospirosis, CIRDC, Feline, Parvo. Inventory oversight, including controlled substance log oversight.

### **Education**

Port St. Lucie High School Graduate

### **Special certificates ( Euthanasia certification pending)**

Cold laser certified ,Hills Pet Nutrition Certified, Digital Dental Radiology Certified

## References

Dr. Katie Billmaier 678-689-4766

Dr. Nathan Gimbal 772-334-2273

Meghan Hoffman 772-342-1469

Shauna Bauer 772-633-6931

More references , work history and skills available upon request.

In closing,

I enjoy working at Dogs and Cats Forever. I love the animals and the people I've been fortunate enough to work with. Upon my resignation, Director Jay Apicella will make sure great work continues. This position at a new Animal Shelter provides an opportunity to fulfill a passion and belief that the animals at Savanna Rd. deserve the same high quality care and compassion, that is seen in other outstanding organizations such as D&CF, BDRR, and Furry Friends. I would love to utilize my skills to help bring this community and its animals into 21<sup>st</sup> century shelter care.

Sincerely,

Mandy Rowan

## **B. Business Plan**

It is our objective to create a new non-profit entity separate from Operation S.O.S., its Board, finances, permits, insurance and operations. The following goals are set for the new Organization, herein named Sunrise Humane Society (abbreviated SHS). Please note naming of said-Organization will be dependent on IRS restrictions.

1) A Tax ID (EIN) has been procured: 85-4145296. IRS Tax-exempt 501.c3 application has been submitted. Appropriate State and Local licensure will be completed. All will be done under Dr. Kittams' Florida license. End-date of two calendar years from the start date is the goal of transferring all documents to a new Board President and Staff Veterinarian.

2) Operation S.O.S. is poised to administrate a \$20K loan to SHS earmarked for start-up costs. The loan will have a 3% interest rate, starting the twelfth month post loan distribution. Loan repayments will begin no later than a year post-loan disbursement and will require repayment within three years of disbursement without penalty. Penalties will be outlined in the loan documents, ultimately signed by SHS Board of Directors. Default will be the responsibility of SHS to resolve. Sample loan document is provided. Imperative to note, Operation S.O.S. is not in the position to be loaning funds: We do so to provide a platform for Operational success of SHS. With our \$20k investment, we are banking on the success of this Organization. This loan is essential to provide the following services, but not limited to: Permits, licensure, website, phone lines, utilities accounts, internet, software program, computers, printers, staffing needs, animal welfare such as food, litterpans, dishes and safety equipment. Also, setting up appropriate video surveillance along with insurance and payroll. The first month will be a great learning curve.

3) A phased approach will be implemented in four steps (detailed reports included)

- Phase 1: Hire Shelter Manager, Facilities Director and animal care staff. Take over daily animal care activities and building maintenance. Form Board of Directors. Draft SOPs/Staff handbook/Job Descriptions/Training programs.
- Phase 2: Open admission intake and public hours of operation. Begin fundraising plan.
- Phase 3: Volunteer/Foster Program implemented with safety training programs. Fundraising plan in place.
- Phase 4: Public Spay/Neuter/Vaccine clinic open for appointments

4) Fundraising is the cornerstone of every nonprofit. Our planet is currently in a global pandemic crisis. Albeit, there are line-items in the budget for Donations, Fundraising, Special Events, Grants and Bequests, this is a challenging time for even the most successful and established nonprofits. Starting a nonprofit during COVID-19 will present challenges that will require patience and ingenuity to address.

## **1. Complete Management Services Proposal**

SHS will be responsible for providing, at a minimum, the following:

a) Transition Plan: The position of Shelter Manager will be immediately filled. That person will work directly with Animal Control to take over animal care, policies, procedures, interfacing with the public and other duties deemed necessary. The current Kennel Staff, if they individually desire, will be moved to SHS payroll. Their

duties/hours will remain the same. Phone lines will be transferred to SHS in order to accommodate calls from the Public. Utilities will also be transferred into SHS accounts.

b). SHS shall accept all domestic animals either surrendered by area residents or impounded by an Animal Control Officer (ACO) or other Law Enforcement personnel. This includes live strays, deceased animals for disposal and owner surrenders for adoption or euthanasia.

c). SHS will ensure animals with ACO/Police holds, quarantine, and pets held in protective custody, are isolated in an area not accessible to the public. Any animal in protective custody is not to be removed from the isolated area without the express permission from the impounding authority, except for providing basic care (walks/exercise) or medical care.

d) In all instances, SHS will offer professional, compassionate and problem-solving customer service. SHS will endeavor all customers be treated in a manner that conveys respect and courtesy regardless of the cause or nature of their visit. Utmost care will be provided to attempt to keep each animal in their home: studies show if owners are afforded simple resolution to issues, animals are not relinquished to Shelters. SHS staff will attempt to accomplish the goal of animals staying in their home. We will also provide no-cost humane euthanasia to those situations wherein finances restrict access to owners seeking care for terminal/suffering patients.

e) SHS will manage general site operations, including impounds, adoptions, veterinary clinic and preventative maintenance of buildings and all other outdoor spaces including the parking lots.

f). SHS will be responsible for collecting all fees (ex: license fees, spay/neuter fees, impound fees, etc) due to the City/Unincorporated St. Lucie County and issuing receipts for payment prior to releasing any animals. The collected fees shall be remitted to the City/Unincorporated St. Lucie County by the 5th day of each month, following the end of the prior month.

g). SHS will issue a City/Unincorporated St. Lucie County registration or ensure a City/Unincorporated St. Lucie County registration already exists for every animal either adopted by or returned to a resident of the City/Unincorporated St. Lucie County.

h) The Management Team is as follows:

1) Facilities Director: Shelter Management experience

To be in charge of Volunteer Coordinator & Community Outreach. In addition, Facilities upkeep, Fundraising, Finances, Community Outreach, Public Interface (Reception area/Phones/Website), Adoption events and Volunteer assessment/Training.

2) Shelter Manager: Veterinary Technician

To be in charge of Care of Shelter Animals, managing Volunteers directly associated with animal care, Intakes, Liaison with Animal Control, Fosters and Trainers. In addition, will develop relationships with area Rescues/Shelters.

3) Veterinarian: Florida-Licensed

To be in charge of the HQHV spay/neuter clinic. Will have two full-time Veterinary Technicians that work closely with the Shelter Manager for routine shelter animal wellness, in addition to those with medical needs.

i) An active and vested Volunteer Team is essential to the success of any nonprofit, especially in Animal Welfare. The FD will be in charge of hiring a Volunteer Coordinator (VC). That person will be in charge of Volunteer training, implementing/enforcing safety protocols as designed by the Management Team, scheduling, addressing complaints/suggestions and tracking Volunteer hours. The VC will also administrate the Pet Food Bank, a service for community members that qualify through an assessment program. All participants will be required to register each pet as sterilized and rabies-vaccinated. Once registered in the Food Bank program, participants will be allowed bimonthly allotments dependent on weight of pet and food availability.

j) All animals adopted from SHS will be provided standard-of-care as best allowed by assessment of Veterinarian, Animal Control Officer (if involved) and Management Staff, with attention to individual animal cost to the entire Organization budget. Fundraisers on behalf of each animal for medical issues will be actively pursued via platforms like Facebook. In all instances, if euthanasia is a consideration, area shelters/rescues will be informed of the decision along with a Board of three that will sign off on the decision of euthanasia. Exception to this would be an animal deemed 'dangerous' by an Animal Control Officer, therefore unsuitable for adoption. Procedure will be performed in accordance with Florida State Law and the Florida Animal Control Association guidelines, by either a Florida licensed Veterinarian or a Florida licensed Euthanasia Technician.

k). All adopted animals will have the following pre-adoption services:

1) Dogs: Behavioral assessment, Sterilization, Heartworm test, Fecal test, deworming, 5-in-1/Rabies/Kennel cough vaccination, complete physical exam by Staff Veterinarian & written health assessment, behavioral assessment, appropriate licensure if residing within City of Fort Pierce, St. Lucie County or City of PSL. Clients will also undergo a fifteen minute counseling session with adoption folder on responsible pet ownership and referral to area supporting Veterinary hospitals to obtain appropriate follow-up vaccination boosters and heartworm/flea preventative.

2) Cats: Behavioral assessment, Sterilization, FIV/FelV test, Fecal test, deworming, 5-in-1/Feline leukemia/Rabies vaccination, complete physical exam by Staff Veterinarian & written health assessment, behavioral assessment, appropriate licensure if residing within City of Fort Pierce/St. Lucie County/City of PSL. Clients will undergo a fifteen minute counseling session on responsible pet ownership and referral to area supporting Veterinary hospitals to obtain appropriate follow-up vaccination boosters and flea control.

l) Safety is the number one concern when dealing with animals. Many are frightened, untrained, outside of their normal environment. Rabies is a real threat in Florida, so it is imperative each Staff and Volunteer are appropriately trained and have immediate oversight. Public presence can introduce a variety of challenges to safety.

1) Training and Safety SOPs is the first task for the new Managerial officers. The facility will not be open to the Public until these protocols are formed and instituted.

2) Security cameras will be installed and maintained by an outside Security Firm.

3) COVID-19: SHS will follow all CDC guidelines along with local ordinances regarding decreasing the spread of COVID-19. This includes, but not limited to, facial covering requirement, social distancing, limited number of individuals in the building at even given time. Hand disinfecting and hand washing stations will be placed through the Facility. The Public will be required to comply with a

**Lease and Full Operational  
Management:**

Savannah Rd Animal Shelter

6 of 18

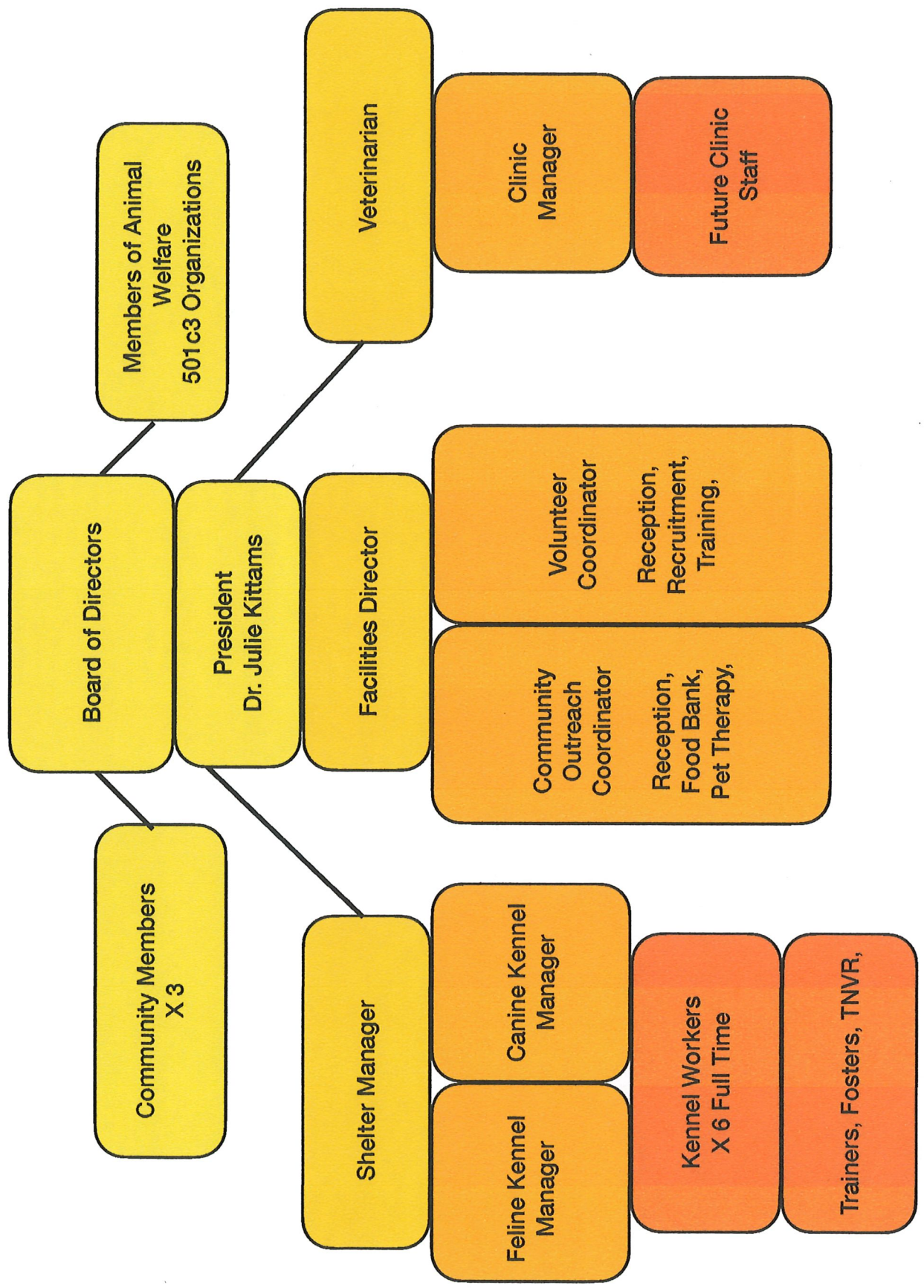
sign-in/sign-out roster and have a skin-temperature taken before admission. It is imperative staff are not infected with COVID-19 so as to continue to provide care for the animals.

m) SHS will develop and implement all critical business systems including but not limited to: preparing audits, completing asset inventories, developing personnel management procedures, paying all taxes, licenses and utilities and providing all required reports and accounting. SHS will also provide appropriate insurance and indemnifying and holding the City of Fort Pierce harmless from any liability arising from the operation of the animal shelter and related activities.

n) Animal record keeping will be managed through ShelterLove cloud-based software. This software can track the shelter intake, source, name/address of residents surrendering and other essential shelter reports.

o) Financial record keeping will be done by a licensed Account and payroll administered by Primepay.

# Staff Hierarchy



### **Phase One**

The Facility located at 100 Savannah Rd, Fort Pierce, Florida is currently staffed by a team of eight part-time employees. There are an estimated fifty-six dogs and ten cats currently housed. A Shelter Manager and Facilities Director would be hired and move the current animal care employees to the SHS payroll. This transition period is expected to take 30-days, projected to start 2/1/2021. It is our utmost goal to ensure a smooth transition of leadership and duties.

- 1) Application approved for 501.c3 nonprofit status
- 2) Opening bank accounts (checking/savings/credit card) at Chase Bank
- 3) Distribution of Operation S.O.S. Loan funds of \$20k
- 4) Open payroll account with PrimePay
- 5) All current employees submit resumes and be interviewed for kennel positions.
- 6) Insurance
  - 1) Liability
  - 2) Workers Comp
  - 3) Renters
- 7) Licensing/permits:
  - 1) City of Fort Pierce Business Tax Receipt
  - 2) H.C.C.E. permit
  - 3) Biomedical waste disposal permit
  - 4) FL Dept. of Agriculture: Solicitation for Contributions permit
  - 5) Register with DBPR, State of Florida, as a Corporation
  - 6) Re-employment registration
- 8) Phone and Utility accounts will be moved from City of Fort Pierce to SHS within five business days of lease start-date, or sooner if possible.
- 8) Operation S.O.S. moves Surgery Van to Savannah Rd. location with staff/resources available to shelter animals three days/week and on-call as-needed.
- 9) Supplies ordered under the Operation S.O.S. accounts in-place. Billed without mark-up. Accounts are non-profit prices, negotiated with vendors.
- 10) Signage throughout shelter
- 11) Design and launch of website
- 12) Institute safety plan/Fire escape plan/Install security camera system
- 13) Interview/hire front office staff for projected Public Hours of Tues-Sun 11 a.m. - 5:30 p.m. Priority will be given to designing public hours of operation in accordance with CDC guidelines/local ordinances of social distancing/mask-wearing. Suggestions are adoptions by-appointment, limiting number of people simultaneously in the building, etc.
- 14) Shelter Manager training to be a Certified Euthanasia Technician
  - 1) DEA license to carry euthanasia solution
  - 2) State License to euthanize
- 15) Create feline housing area to current shelter standards
- 16) Create policies/procedures
  - 1) Staff Handbook
  - 2) MSDS
  - 3) Volunteer Training/Waiver
  - 4) Owner surrender
  - 5) Adoption
- 13) Begin permitted process of upgrading laundry room for industrial units

**Lease and Full Operational**

**Management:**

Savannah Rd Animal Shelter

**Tangible Expenses**

- \*Five computer workstations with high-speed internet (Comcast) (\$3500)
- \*Web-based software program ShelterLuv (pay as you adopt, \$2/adoption)
- \*Five phone stations with four phone lines (Comcast) (\$2000)
- \*Three printers with bluetooth capability (\$1200)\*Design/Institute/Purchase Feline Housing (\$2000)
- \*Safety equipment: Transfer cages, nets, Rabies Pole, muzzles, mace, walkie-talkies (\$1000)
- \*Scrubs uniforms for all employees (\$1000)
- \*Basic office supplies and animal care supplies (\$1000)

## **Phase Two**

The grand task of opening to the Public is the highlight of Phase Two. It will be a learning process finding the true intake of the Shelter. If intake rises, then Staffing costs will rise. It is estimated, a six-month implementation is realistic for this Phase. Public hours of operation will be Tuesday-Sunday 11am-5:30pm. Staff will be on premises a minimum of eight hours a day, seven days a week for animal care needs. For times outside of open business hours, the public can contact the Organization for Lost/Return-to-Owner instances via the Organization Website connected to a monitored email account. Owners can also contact the Organization after-hours via the Organization's Facebook account.

### **Administrative tasks:**

- 1) Complete The Board of Directors
- 2) Design BOD meeting schedule
- 3) Begin a Fundraising Plan
- 4) Plan advertising campaign to Community for financial support
- 5) Plan advertising campaign for Estate planning in Community
- 6) Reach out to area Veterinary hospitals to support SHS: Free-new patient exams to new adoptions: Build trusting relationships to ensure adoption success.
- 7) Design Protocols/Procedures for Volunteers & Waivers
- 8) Design Protocols/Procedures for Fosters
- 9) Assign Research Team to find appropriate generator solution for hurricane preparedness.
- 10) Continue to adhere to current CDC/local ordinance guidelines to prevent the spread of COVID-19.

### **Tangible Expenses**

\*Improvements to the Property as approved by the BOD

Install fencing in storage: Already purchased. Outlay design included.

Remodel laundry room for commercial washer/dryer units and increasing shelving (\$7k:  
Donor already identified with funding)

### **Phase Three**

SHS will now be ready to accept Volunteers and institute a Foster Program. Part of this training, with signed documents from each individual participating, will be safety protocols. This phase is an estimated eight-month period. Vastly important to note the expenditure to start a Veterinary Clinic. Note this is a low-ball estimate. Hiring a licensed Professional/support staff and the resources needed to administrate state-mandated services is very expensive.

Board of Directors responsibilities/goals:

- Fundraising plan with Goals in place
- Advertising plan in place
- Outreach to area Veterinary hospitals in place

Advertising/interviewing/hiring of Wellness Clinic Staff:

\*FL Licensed Veterinarian willing to take over the permits of Dr. Kittams (OpSOS) and administrate a public-serviced wellness/spay-neuter surgery Facility (Cost of \$90k for four daysx10hrs/week)

\*Two Part-time Veterinary Technician/Assistants to facilitate the Public Program (cost of \$40k/employee)

Tangible Expenses: \$197,000\*

DEA license for controlled substances along with controlled substances: \$1,000

Anesthesia Machines (X2): \$8,000

Surgery Equipment (tables, autoclave, instruments, etc): \$6,000

Pharmacy: \$1,000

Dental scaler for adoptive animals: \$1,000

Annual Payroll (One Veterinarian, Two Technicians): \$180,000

\*Expenses for VeterinaryCenter should be a large fundraising campaign

**Phase Four**

Public spay/neuter clinic open for appointments

New outreach programs: Free pitbull spay/neuter, Rabies and Microchip clinics  
quarterly

Operation S.O.S. returns to its regular routine off-site

Parking lot has been paved for safety of staff, volunteers and public

End of first fiscal year:

Complete Budget for next fiscal year

Submit taxes to Accountant

Plan next year of fundraising goals

**Tangible Expenses**

Purchasing and installing generator system for hurricane preparedness (Cost TBD)

## **C. Financial Plans and Oversight**

### **1. Revenue and Expense Models**

- a) At this time, variables such as animal intake numbers and expenses are based on broad parameters, not true numbers. This limitation presents barriers to creating an accurate budget. SHS agrees to accept the current budget of \$35k/month as compensation.
- b) Payments will be made quarterly and will have a full review of income/expenses for the first two years to more accurately determine the appropriate funding level, mutually agreed upon by the Representatives of SHS, City of Fort Pierce and Unincorporated St. Lucie County.
- b) Concerns regarding the need for additional funding should be part of 2022 budget negotiations for each municipality, with annual fiscal cycle ending for all three organizations Sept 30, 2021.
- c) Year Three will require a bi-annual full review, with quarterly reports.
- d) The actual service agreement will be drafted between the SHS and each jurisdiction. All aspects of the service agreement will be the same, with the exception of the cost if based on a flat fee.
- e) If price is based on a per animal fee or per capita fee, the fee will be the same for both jurisdictions.
- f) Every attempt has been made to project an Income/Expense model as a budget for a this fiscal year. This suggested budget is included. Based on intake numbers provided for the last five years, it is estimated one-thousand animals/year come from the City of Fort Pierce. Eighteen-hundred originate from St. Lucie County (SLC). Put into percentages, City of Fort Pierce carries thirty-six percent of the burden and SLC carries sixty-four percent of the burden. This is how the payments are divided for shelter compensation. This report is merely a model for creating a new Organization.
- g) It is noted any fixed capital improvements shall become the property of the City of Fort Pierce, Florida upon termination or expiration of the term of agreement. There will be no negotiations regarding payment for improvements upon termination of the agreement.

### **2. Reports**

Reports will be generated by shelter-based software program ShelterLove. This cloud-based software program was chosen for cost, ability to generate shelter-specific documents and to accommodate applications necessary for a public Spay/Neuter/Wellness clinic.

### **3. Oversight**

SHS will have transparent data, timely/professional/constructive communication with all stakeholders involved. Data will be managed through the ShelterLove web-based computer software program. Most importantly, the City of Fort Pierce and Saint Lucie County will be offered voting representation on the SHS Board of Directors. Meetings will commence at-minimum on a quarterly basis.

### **4. Evaluation of Operations**

Under transparency, SHS will agree to inspections and evaluations by the stakeholders. The details of the animal shelter evaluation are outlined below.

- a) A written animal shelter evaluation report will be issued semi-annually by the City Manager or Designee which shall be coordinated with the SHS Facilities

Director. Action items shall be addressed immediately by SHS with dates of completion documented weekly.

b) The City Manager or Designee shall, on a bi-monthly basis or as necessary, inspect some or all of the animal shelter operations for purposes of ensuring SHS compliance with the scope of services. In conducting such inspection and evaluation, The City of Fort Pierce representative shall complete applicable portions of the Animal Shelter Operations and Maintenance Standards form (TBD) and shall promptly thereafter provide SHS a copy of the completed form or applicable portion. The City of Fort Pierce representative shall act reasonably and in good faith in making the determination of whether SHS has met the standards identified in the scope of services for the applicable areas being evaluated.

c) The animal shelter operations and maintenance components shall be rated as "Acceptable", "Needs Improvement," or "Unacceptable". An overall rating using the same scale shall also be determined. The City Manager or Designee's rating of an item as "Unacceptable" or "Needs Improvement" shall, upon SHS's receipt of the Animal Shelter Operations and Maintenance Standards form, constitute a Notice of Deficiency with respect to the deficient item(s). Rating Scale shall be outlined below:

- |                     |              |
|---------------------|--------------|
| a. Acceptable       | 95-100       |
| b. Need Improvement | 81-94        |
| c. Unacceptable     | 80 and below |

d) Within one (1) week after receipt of the Animal Shelter Operations and Maintenance Standards form, the City of Fort Pierce representative and the SHS Facilities Director shall meet to review the deficient item(s), including the corrective actions the shelter manager intends to take to correct the deficient item(s) and time schedule for completion of corrective action. The proposed corrective action and the time schedule shall be approved by the City Manager or Designee. When a deficit item has been satisfactorily corrected, the Facilities Director shall notify the City of Fort Pierce's representative.

e) If SHS obtains an overall rating of "Unacceptable" for a period of two (2) consecutive reviews, or fails to take action to timely correct any deficient item(s), a vendor complaint shall be submitted to the City of Fort Pierce Purchasing Department notifying them that SHS is in material breach of their contract, which may result in contract termination.

f). The following items shall be considered exclusions for the purpose of determining whether there have been two consecutive reviews with overall ratings of 'Unacceptable' and for the purpose of determining whether an outstanding deficient items has been timely corrected:

1) Any outstanding deficient item that the Facilities Director is diligently and timely correcting in accordance with the time schedule jointly agreed to by the City Manager or Designee and the Facilities Director.

2) Any deficient item in which the correction is considered a Capital Improvement but only if and to the extent SHS, in light of its expertise and experience as manager of an Animal Shelter, could not have taken reasonable measures to prevent or mitigate the deficient item from occurring.

3) Any deficient item the Facilities Director is unable to correct because of the occurrence of a 'Force Majeure Event', but only to the extent SHS, in light of its expertise and experience as a manager of an animal shelter, could not have taken reasonable measures to prevent or mitigate the Force Majeure Event.

# Budget 2021

INCOME	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
City of Ft Pierce	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 180,000.00
St Lucie County	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00	\$ 324,000.00
Donations	\$ 0.00	\$ 0.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 10,000.00
Adoption Fees	\$ 0.00	\$ 2,000.00	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 38,000.00
Pet Licenses	\$ 0.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,200.00
Fundraising	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,000.00
Impound Fees	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Wellness Clinic	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Special Events	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Grants	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Bequests	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
<b>TOTAL INCOME</b>	<b>\$ 42,000.00</b>	<b>\$ 44,200.00</b>	<b>\$ 45,200.00</b>	<b>\$ 46,200.00</b>	<b>\$ 46,200.00</b>	<b>\$ 47,200.00</b>	<b>\$ 48,200.00</b>	<b>\$ 48,200.00</b>	<b>\$ 48,200.00</b>	<b>\$ 48,200.00</b>	<b>\$ 48,200.00</b>	<b>\$ 48,200.00</b>	<b>\$ 560,200.00</b>

EXPENSE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
<b>Payroll</b>	<b>\$ 17,800.00</b>	<b>\$ 17,800.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 24,468.00</b>	<b>\$ 280,280.00</b>
Prime Pay	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,600.00
Shelter Manager	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 45,000.00
Facilities Director	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 45,000.00
Kennel Staff	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 120,000.00
Canine Manager	\$ 0.00	\$ 0.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 16,670.00
Feline Manager	\$ 0.00	\$ 0.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 16,670.00
Comm. Outreach Director	\$ 0.00	\$ 0.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 16,670.00
Volunteer Coordinator	\$ 0.00	\$ 0.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 1,667.00	\$ 16,670.00
Staff Expenses	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Staff Training	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 2,400.00
Workman's Comp	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 7,200.00
Liability Insurance	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$ 0.00
Business Insurance	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$ 0.00
Renter's Insurance	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$ 0.00
Building Maintenance	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
Grounds Maintenance	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00
Facilities Improvements	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 18,000.00
Rent	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$ 0.00
Utilities	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 24,000.00
Phone/Internet(Comcast/Security System	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
Veterinary Care	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 90,000.00
Medical Supplies	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 36,000.00
Shelter Food Program	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
Cremation	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 4,200.00

EXPENSE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
Website/Advertising	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,600.00
Office Supplies/Printing Costs	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,600.00
Shelterluv Software	\$ 100.00	\$ 100.00	\$ 100.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 2,550.00
Pet Licenses	\$ 0.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,200.00
Accountant	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
CC Fees	\$ 0.00	\$ 200.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 5,200.00
<b>TOTAL EXPENSES</b>	<b>\$ 35,900.00</b>	<b>\$ 36,300.00</b>	<b>\$ 43,268.00</b>	<b>\$ 43,418.00</b>	<b>\$ 43,418.00</b>	<b>\$ 43,418.00</b>	<b>\$ 43,518.00</b>	<b>\$ 43,518.00</b>	<b>\$ 43,518.00</b>	<b>\$ 43,518.00</b>	<b>\$ 43,518.00</b>	<b>\$ 43,518.00</b>	<b>\$ 506,830.00</b>

NET	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
Income minus expenses	\$ 6,100.00	\$ 7,900.00	\$ 1,932.00	\$ 2,782.00	\$ 2,782.00	\$ 3,782.00	\$ 4,682.00	\$ 4,682.00	\$ 4,682.00	\$ 4,682.00	\$ 4,682.00	\$ 4,682.00	\$ 53,370.00

# LOAN AGREEMENT

\$20,000.00

Date: January 01, 2021

For value received, the undersigned Sunrise Humane Society (the "Borrower"), at 100 Savannah Rd., Fort Pierce, Florida 34982, promises to pay to the order of Operation Sterilization Outreach Services, Inc. (the "Lender"), at 9196 SE KARIN ST, HOBE SOUND, Florida 33455 (or at such other place as the Lender may designate in writing), the sum of \$20,000.00 with interest from January 01, 2022, on the unpaid principal at the rate of 3% per annum.

## I. TERMS OF REPAYMENT

### A. Payments

Unpaid principal after the Due Date shown below shall accrue interest at a rate of 12% annually until paid.

The unpaid principal and accrued interest shall be payable in monthly installments of \$859.62, beginning on February 1, 2022, and continuing until January 1, 2024, (the "Due Date"), at which time the remaining unpaid principal and interest shall be due in full.

### B. Application of Payments

All payments on this Note shall be applied first in payment of accrued interest and any remainder in payment of principal.

### C. Late Fee

The Borrower promises to pay a late charge of \$60.00 for each installment that remains unpaid more than ten day(s) after its Due Date. This late charge shall be paid as liquidated damages in lieu of actual damages, and not as a penalty. Payment of such late charge shall, under no circumstances, be construed to cure any default arising from or relating to such late payment.

### D. Acceleration of Debt

If any payment obligation under this Note is not paid when due, the remaining unpaid principal balance and any accrued interest shall become due immediately at the option of the Lender.

## II. PREPAYMENT

The Borrower reserves the right to prepay this Note (in whole or in part) prior to the Due Date with no prepayment penalty. Any such prepayment shall be applied against the installments of

principal due under this note in the inverse order of their maturity and shall be accompanied by payment of accrued interest on the amount prepaid to the date of prepayment.

### **III. COLLECTION COSTS**

If any payment obligation under this Note is not paid when due, the Borrower promises to pay all costs of collection, including reasonable attorney fees, whether or not a lawsuit is commenced as part of the collection process.

### **IV. DEFAULT**

If any of the following events of default occur, this Note and any other obligations of the Borrower to the Lender, shall become due immediately, without demand or notice:

- 1) the failure of the Borrower to pay the principal and any accrued interest when due;
- 2) the liquidation, dissolution, incompetency or death of the Borrower;
- 3) the filing of bankruptcy proceedings involving the Borrower as a debtor;
- 4) the application for the appointment of a receiver for the Borrower;
- 5) the making of a general assignment for the benefit of the Borrower's creditors;
- 6) the insolvency of the Borrower;
- 7) a misrepresentation by the Borrower to the Lender for the purpose of obtaining or extending credit; or
- 8) the sale of a material portion of the business or assets of the Borrower.

### **V. SEVERABILITY OF PROVISIONS**

If any one or more of the provisions of this Note are determined to be unenforceable, in whole or in part, for any reason, the remaining provisions shall remain fully operative.

### **VI. MISCELLANEOUS**

All payments of principal and interest on this Note shall be paid in the legal currency of the United States. The Borrower waives presentment for payment, protest, and notice of protest and demand of this Note.

No delay in enforcing any right of the Lender under this Note, or assignment by Lender of this Note, or failure to accelerate the debt evidenced hereby by reason of default in the payment of a

monthly installment or the acceptance of a past-due installment shall be construed as a waiver of the right of Lender to thereafter insist upon strict compliance with the terms of this Note without notice being given to Borrower. All rights of the Lender under this Note are cumulative and may be exercised concurrently or consecutively at the Lender's option.

This note may not be amended without the written approval of the holder.

## **VII. GOVERNING LAW**

This Note shall be construed in accordance with the laws of the State of Florida.

## **VIII. SIGNATURES**

This Note shall be signed by Dr. Julie Kittams, on behalf of Sunrise Humane Society and Scott Coccoi, on behalf of Operation Sterilization Outreach Services, Inc..

**[SIGNATURE PAGE FOLLOWS]**

**IN WITNESS WHEREOF**, this Agreement has been executed and delivered in the manner prescribed by law as of the date first written above.

Signed this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, at \_\_\_\_\_,  
\_\_\_\_\_.

Borrower:  
Sunrise Humane Society

By: \_\_\_\_\_  
Dr. Julie Kittams

Date: \_\_\_\_\_

Lender:  
Operation Sterilization Outreach Services, Inc.

By: \_\_\_\_\_  
Scott Cocoli

Date: \_\_\_\_\_

AMORTIZATION SCHEDULE

Annual Percentage Rate = 3.0000%    Principal = \$20000.00

Payment Number	Payment Date	Total Payment	Interest Amount	Principal Amount	Loan Balance
0	1/01/2022	0.00	0.00	0.00	20000.00
1	2/01/2022	859.62	50.00	809.62	19190.38
2	3/01/2022	859.62	47.98	811.64	18378.74
3	4/01/2022	859.62	45.95	813.67	17565.07
4	5/01/2022	859.62	43.91	815.71	16749.36
5	6/01/2022	859.62	41.87	817.75	15931.61
6	7/01/2022	859.62	39.83	819.79	15111.82
7	8/01/2022	859.62	37.78	821.84	14289.98
8	9/01/2022	859.62	35.72	823.90	13466.08
9	10/01/2022	859.62	33.67	825.95	12640.13
10	11/01/2022	859.62	31.60	828.02	11812.11
11	12/01/2022	859.62	29.53	830.09	10982.02
Subtotals		9455.82	437.84	9017.98	
12	1/01/2023	859.62	27.45	832.17	10149.85
13	2/01/2023	859.62	25.37	834.25	9315.60
14	3/01/2023	859.62	23.29	836.33	8479.27
15	4/01/2023	859.62	21.20	838.42	7640.85
16	5/01/2023	859.62	19.10	840.52	6800.33
17	6/01/2023	859.62	17.00	842.62	5957.71
18	7/01/2023	859.62	14.89	844.73	5112.98
19	8/01/2023	859.62	12.78	846.84	4266.14
20	9/01/2023	859.62	10.67	848.95	3417.19
21	10/01/2023	859.62	8.54	851.08	2566.11
22	11/01/2023	859.62	6.42	853.20	1712.91
23	12/01/2023	859.62	4.28	855.34	857.57
Subtotals		10315.44	190.99	10124.45	
24	1/01/2024	859.71	2.14	857.57	0.00
Subtotals		859.71	2.14	857.57	
Grand Total		20630.97	630.97	20000.00	

**D. Staffing and Professional qualifications**

SHS will have Board of Directors (BOD) with the following voting positions (at a minimum):

- 1) Representative of each the participating Municipality (suggested an Animal Control Officer).
- 2) Representative of each Florida-registered Animal Welfare organization located within the City of Fort Pierce/Unincorporated St. Lucie County, if they so choose.
- 3) Community members, with a minimum of four
- 4) Veterinarian with Shelter experience

Under the BOD, a three-person Management Team, with all three individuals reporting directly to the SHS BOD at quarterly Board Meetings. These positions report to the Board President who will rectify any conflicts/negotiations between parties. This is an unconventional approach to Leadership, but having a highly paid 'Executive Director' is not financially feasible for such Organization at this time. Dr. Kittams, being on the property at a minimum of four days a week, will be the Board President until a suitable replacement is found, with the term not lasting more than three years.

The management positions are as follows:

1) The Shelter Manager (SM) will be tasked with addressing all animal welfare needs. This includes impounds, adoptions and interfacing with Animal Control. The SM will hire two Individuals, one in charge of canine patients and one in charge of feline patients. Those individuals will be responsible for promoting adoptions of animals on platforms like PetFinder, in addition to website posting and finding additional venues for adoptions. Job description TBD.

2) The Facilities Director (FD) will be tasked with the administrative side of SHS. Director will be in charge of Accounting, designing and implementing SOPs, Fundraising, Website, Budgets, scheduling Board Meetings/interfacing with Board members, Administrative staff (receptionists). This position would also address building maintenance, including the grounds and parking lots. The FD would hire a Volunteer Coordinator and oversee volunteer training and safety protocols. The FD would also hire/manage the Community Outreach position. This position would be tasked with Fundraising, pursue bequests, design/ implement community events, network with area Veterinary Hospitals. Job description TBD.

3) The Veterinary Clinic will be administrated by a Florida-licensed Veterinarian with shelter industry-standard training in High-Quality/High-Volume ASPCA surgery (HQ/HV). Spay/neuter services to the residents of City of Fort Pierce and Unincorporated St. Lucie County will begin on a bi-weekly basis. These services will include the requirement for rabies vaccination, microchipping and pet licensing. Annual immunizations will be offered but not required. Restrictions for accessing sterilization surgery will be kept to a minimum with patient safety of most importance in attempt to not discourage use of services. Additionally, rabies vaccination and microchip clinics will be offered to the public quarterly at a minimal fee to resident pet owners. Every attempt will be made for fundraising efforts to cover all costs of aforementioned outreach events.

**Lease and Full Operational  
Management:**

Savannah Rd Animal Shelter

15 of 18

The Veterinarian position will be the highest drain on the payroll. Said-Veterinarian must be able to run the Wellness Clinic as its own financially-supported entity. Operation S.O.S. 2020 Income/Expense report is included to reflect how said-Organization supports itself, as a model for a future Wellness Clinic.

# Income/Expense Report

## 2020

INCOME	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
Shelter Reimbursements	\$ 1,109.87	\$ 1,993.40	\$ 1,800.53	\$ 1,371.61	\$ 1,997.63	\$ 5,324.30	\$ 4,641.79	\$ 6,469.76	\$ 5,346.79	\$ 5,467.92	\$ 0.00	\$ 0.00	\$ 35,523.60
Other Reimbursements	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,000.00	\$ 440.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,440.00
PPP Loan	\$ 0.00	\$ 0.00	\$ 0.00	\$ 37,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 37,500.00
Cash	\$ 1,606.00	\$ 450.00	\$ 15.00	\$ 140.00	\$ 330.00	\$ 490.00	\$ 790.00	\$ 552.00	\$ 676.00	\$ 579.00	\$ 0.00	\$ 0.00	\$ 5,668.00
Check	\$ 71,395.50	\$ 11,456.50	\$ 6,980.00	\$ 17,056.00	\$ 16,973.00	\$ 12,317.50	\$ 14,914.00	\$ 15,285.00	\$ 20,258.00	\$ 8,826.00	\$ 0.00	\$ 0.00	\$ 195,441.50
CC MxMerchant	\$ 4,668.00	\$ 1,850.00	\$ 97.00	\$ 1,089.00	\$ 6,822.00	\$ 5,283.00	\$ 6,887.00	\$ 4,780.00	\$ 6,155.00	\$ 5,060.00	\$ 0.00	\$ 0.00	\$ 42,691.00
TOTAL INCOME	\$ 78,779.37	\$ 15,729.90	\$ 8,892.53	\$ 57,156.61	\$ 28,122.63	\$ 23,854.80	\$ 27,232.79	\$ 27,126.76	\$ 32,435.79	\$ 19,932.92	\$ 0.00	\$ 0.00	\$ 319,264.10

EXPENSE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
Chase CC	\$ 7,686.07	\$ 3,946.17	\$ 3,844.89	\$ 4,584.03	\$ 3,639.36	\$ 3,582.56	\$ 6,206.04	\$ 12,737.73	\$ 7,748.33	\$ 6,706.14	\$ 0.00	\$ 0.00	\$ 60,681.32
MWI	\$ 3,386.16	\$ 1,503.18	\$ 1,932.24	\$ 2,250.18	\$ 2,297.91	\$ 1,574.55	\$ 2,931.42	\$ 4,706.34	\$ 2,815.39	\$ 0.00	\$ 0.00	\$ 0.00	\$ 23,397.37
Covertrus	\$ 658.72	\$ 593.38	\$ 0.00	\$ 834.65	\$ 0.00	\$ 271.34	\$ 666.94	\$ 309.18	\$ 401.43	\$ 685.94	\$ 0.00	\$ 0.00	\$ 4,431.58
Wedgewood	\$ 0.00	\$ 62.00	\$ 0.00	\$ 81.00	\$ 146.00	\$ 94.50	\$ 155.50	\$ 82.00	\$ 261.00	\$ 220.00	\$ 0.00	\$ 0.00	\$ 1,102.00
B/Bayer/Mental	\$ 1,881.20	\$ 0.00	\$ 0.00	\$ 1,192.75	\$ 196.50	\$ 0.00	\$ 99.50	\$ 5,811.07	\$ 215.04	\$ 130.40	\$ 0.00	\$ 0.00	\$ 9,556.46
Zoetis	\$ 99.50	\$ 124.60	\$ 0.00	\$ 0.00	\$ 137.05	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,454.67	\$ 4,439.14	\$ 0.00	\$ 0.00	\$ 6,254.96
Amazon	\$ 0.00	\$ 0.00	\$ 355.37	\$ 28.57	\$ 0.00	\$ 19.77	\$ 201.82	\$ 75.99	\$ 64.26	\$ 1.93	\$ 0.00	\$ 0.00	\$ 747.71
Microchips	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,041.55	\$ 1,293.91	\$ 1,293.91	\$ 1,291.05	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,920.42
IDEXX	\$ 419.70	\$ 0.00	\$ 0.00	\$ 0.00	\$ 831.40	\$ 425.70	\$ 0.00	\$ 0.00	\$ 851.40	\$ 920.35	\$ 0.00	\$ 0.00	\$ 3,448.55
Van Supplies	\$ 105.60	\$ 80.92	\$ 17.63	\$ 62.03	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 32.08	\$ 0.00	\$ 0.00	\$ 298.26
Office Supplies	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6.20	\$ 0.00	\$ 46.06	\$ 24.13	\$ 0.00	\$ 0.00	\$ 7.42	\$ 0.00	\$ 0.00	\$ 83.81
Postage	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 10.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 10.00
Staff Expenses	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 652.31	\$ 0.00	\$ 0.00	\$ 105.49	\$ 0.00	\$ 0.00	\$ 757.80
Miscellaneous	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 48.64	\$ 7.69	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 56.33
Advertising	\$ 35.79	\$ 0.00	\$ 0.00	\$ 64.32	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 316.31	\$ 126.09	\$ 0.00	\$ 0.00	\$ 542.51
Clinic/HQ	\$ 0.00	\$ 1,150.00	\$ 2.90	\$ 5.75	\$ 0.00	\$ 0.00	\$ 5.05	\$ 5.60	\$ 5.75	\$ 5.30	\$ 0.00	\$ 0.00	\$ 1,180.35
Website	\$ 22.00	\$ 34.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 232.00
Hartford	\$ 0.00	\$ 0.00	\$ 1,425.14	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,425.14
AAA	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 99.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 99.00
Van Maintenance	\$ 1,077.40	\$ 398.09	\$ 89.61	\$ 36.58	\$ 8.50	\$ 87.09	\$ 94.82	\$ 324.95	\$ 50.03	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,167.07
BOA CC	\$ 988.10	\$ 0.00	\$ 321.64	\$ 201.17	\$ 294.40	\$ 790.43	\$ 1,121.23	\$ 0.00	\$ 1,550.48	\$ 376.67	\$ 0.00	\$ 0.00	\$ 5,646.12
Shell/Mobile CC	\$ 0.00	\$ 50.00	\$ 244.53	\$ 25.00	\$ 0.00	\$ 259.92	\$ 50.14	\$ 0.00	\$ 209.81	\$ 314.35	\$ 0.00	\$ 0.00	\$ 1,153.75
Chase CC	\$ 7,187.07	\$ 3,946.17	\$ 4,425.20	\$ 4,584.03	\$ 3,700.61	\$ 9,891.23	\$ 0.00	\$ 0.00	\$ 16,998.13	\$ 0.00	\$ 0.00	\$ 0.00	\$ 50,732.44
Van Maintenance	\$ 150.00	\$ 387.72	\$ 2,546.17	\$ 0.00	\$ 585.00	\$ 87.18	\$ 1,547.00	\$ 52.74	\$ 75.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,430.81
Laundry	\$ 240.00	\$ 0.00	\$ 1,022.72	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,262.72
Licensures	\$ 75.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 61.25	\$ 0.00	\$ 60.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 196.25
DMV	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Okeelicense	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 60.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 60.00
FL Dept of State	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 61.25	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 61.25

EXPENSE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
FDAOS	\$ 75.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 75.00
DBPR	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Insurance	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 97.00	\$ 0.00	\$ 973.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,070.00
Hartford Insurance	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 973.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 973.00
Progressive Insurance	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 97.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 97.00
Sharps	\$ 50.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 50.00
MWI	\$ 810.10	\$ 667.20	\$ 636.20	\$ 636.21	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,749.71
IDEXX	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 851.40	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 851.40
Zoetis	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
National Labs	\$ 0.00	\$ 0.00	\$ 0.00	\$ 15.50	\$ 0.00	\$ 37.00	\$ 0.00	\$ 225.50	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 278.00
Pet Licenses	\$ 597.00	\$ 291.00	\$ 418.00	\$ 16.00	\$ 0.00	\$ 200.00	\$ 315.00	\$ 578.00	\$ 380.00	\$ 355.00	\$ 0.00	\$ 0.00	\$ 3,150.00
Ft Pierce Tags	\$ 16.00	\$ 32.00	\$ 0.00	\$ 16.00	\$ 0.00	\$ 40.00	\$ 32.00	\$ 24.00	\$ 64.00	\$ 64.00	\$ 0.00	\$ 0.00	\$ 288.00
PSL Tags	\$ 105.00	\$ 65.00	\$ 185.00	\$ 0.00	\$ 0.00	\$ 160.00	\$ 205.00	\$ 145.00	\$ 190.00	\$ 164.00	\$ 0.00	\$ 0.00	\$ 1,219.00
SLC Tags	\$ 476.00	\$ 194.00	\$ 233.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 78.00	\$ 409.00	\$ 126.00	\$ 127.00	\$ 0.00	\$ 0.00	\$ 1,643.00
PrimePay	\$ 13,826.60	\$ 12,693.84	\$ 9,251.79	\$ 8,910.03	\$ 15,665.68	\$ 14,074.21	\$ 14,598.06	\$ 14,074.21	\$ 12,765.28	\$ 21,296.76	\$ 0.00	\$ 0.00	\$ 137,156.46
Staff Expenses	\$ 366.00	\$ 529.00	\$ 690.00	\$ 0.00	\$ 274.00	\$ 383.00	\$ 464.00	\$ 478.00	\$ 404.00	\$ 766.00	\$ 0.00	\$ 0.00	\$ 4,354.00
VT Mileage	\$ 171.00	\$ 259.00	\$ 225.00	\$ 0.00	\$ 139.00	\$ 198.00	\$ 225.00	\$ 240.00	\$ 248.00	\$ 221.00	\$ 0.00	\$ 0.00	\$ 1,926.00
VT Internet	\$ 40.00	\$ 40.00	\$ 40.00	\$ 0.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 0.00	\$ 0.00	\$ 360.00
VT School	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Asst. Mileage	\$ 155.00	\$ 230.00	\$ 225.00	\$ 0.00	\$ 95.00	\$ 145.00	\$ 199.00	\$ 198.00	\$ 116.00	\$ 205.00	\$ 0.00	\$ 0.00	\$ 1,568.00
Office Supplies	\$ 74.45	\$ 320.97	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 68.66	\$ 74.67	\$ 0.00	\$ 0.00	\$ 0.00	\$ 538.75
Postage	\$ 18.40	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 11.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 29.40
Van Supplies	\$ 90.03	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 33.17	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 123.20
CC Fees	\$ 178.08	\$ 66.81	\$ 3.23	\$ 19.66	\$ 179.73	\$ 193.05	\$ 222.03	\$ 186.33	\$ 208.67	\$ 181.58	\$ 0.00	\$ 0.00	\$ 1,439.17
Petty Cash	\$ 20.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 20.00
Accountant	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 600.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 600.00
Miscellaneous	\$ 0.00	\$ 100.00	\$ 0.00	\$ 5,000.00	\$ 0.00	\$ 173.01	\$ 52.61	\$ 51.72	\$ 135.04	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,512.38
TOTAL EXPENSES	\$ 32,356.90	\$ 22,998.88	\$ 23,404.37	\$ 23,991.63	\$ 24,400.03	\$ 30,368.59	\$ 25,498.51	\$ 29,459.06	\$ 40,549.41	\$ 29,996.50	\$ 0.00	\$ 0.00	\$ 283,025.68

NET	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTALS
Income minus expenses	\$ 46,422.47	\$ (7,268.98)	\$ (14,511.84)	\$ 33,164.98	\$ 3,722.60	\$ (6,513.79)	\$ 1,794.28	\$ (2,332.30)	\$ (8,113.62)	\$ (10,065.58)	\$ 0.00	\$ 0.00	\$ 36,238.22

# Operation SOS

## 501.c3 Shelter/Rescue Fee Structure

### Routine Care:

Canine Sterilization(no size/gender restriction): \$70

Feline Sterilization (no size/gender restriction): \$35

Additional fee for Cryptorchid males: \$10-\$20

Additional fee for Pyometra: \$20

Additional fee for Umbilical hernia: \$5-\$15, size dependent

Rabies\* (1 year, given at 3 mos or older): \$10

We can give your rabies with a \$5 fee to generate a certificate.

Microchip\* (Datamars/PetLink): \$10

Canine DAPP\*: \$10

Feline RCCP\*: \$10

Heartworm Test: \$16

Felv/FIV Test: \$17

\*HW/Feline viral testing, vaccines (except rabies) and microchips will be done at no-cost to the Organization if provided by Shelter/Rescue to OpSOS. Translation: if you purchase, we will administer, to our surgical patients, at no-charge.

### Additional Surgical procedures:

Deciduous Tooth Removal: \$5

Mass Removal: \$50+, depending on size.

Biopsy/histopath is additional at \$50.

Cystotomy (bladder stone removal): \$350+, depending on time.

Other procedures may be available: please call Amber at (772)828-7761 to discuss if an animal is in need.

### Additional Medical procedures:

Physical exam: \$10 (applies to all non-surgical patients)

Lab work (CBC, Chem, T4, Urinalysis): \$50 add Felv/FIV: \$15

Ova & Parasites (Submitted to National Labs): \$19

Giardia Antigen: \$30

Urinalysis: \$20

## The Process

We have grown by leaps & bounds since early 2017 and continue our progress. It has all been a learning experience. What we financially realize is we need to generate \$1k of services daily to cover our expenses. We are a nonprofit just like you, so profit is not important. What is important is to pay our supplies and fuel bill! Scheduling becomes a tight-rope act. What we require is open communication between us and the Shelter/Rescues we assist.

- 1) A template list of surgery patients is due to Amber **no later than Monday at 12pm** in the week preceding a surgery day. Please **fully** fill out the template, as patients are preregistered in the computer to save time the day-of surgery. Be as accurate as possible. If spaces are left blank, you will be asked to resubmit list. **If we do not receive a list by noon, we assume you have no surgical needs.**

**WE WILL NO LONGER REMIND FACILITIES TO PUNCTUALLY SUBMIT LISTS**

- 2) Additional services requested must be on the submitted lists. Adding procedures the day of surgery interrupts the flow of surgery. (Dewclaw removals, hernia repairs, etc) You must always discuss with Amber (Lead Technician) cases that are extra-ordinary.

- 3) If you are the Host Facility and must cancel a day of scheduled surgery, we require a minimum 2 weeks notice. There are many other Shelters that rely on a day of Outreach, directly or indirectly. If you must cancel and do so with less than two weeks notice, **the Host Facility will be charged a \$500 cancellation fee.**

- 4) Supply ordering is done on Monday afternoons. Ordering requests must be submitted to Amber by **12pm on Monday**. Refrigerated items will only be ordered on the **1st Monday of the month**. There will be no exceptions.

- 5) Florida DBPR issues permits under the Health Care Clinic Establishment Permit to allow Veterinarians to legally order/control/distribute medications. Operation SOS is legally ordering drugs for SHELTER-ONLY animals under permit #609029. Medications purchased through our Organization and beyond-our-knowledge prescribed to adopted/owned animals on behalf of your Organization is a violation of Florida State Law. DO NOT send home medications we have ordered on your behalf to adopted/owned animals without communicating with OperationSOS. We will immediately terminate our service contract if we are made aware of such violation.

- 6) Bills are to be paid within **30 days** of services rendered. We charge **10%** of the balance-due for each month beyond the 30 days.

- 7) We are always on-time, so please reciprocate and be punctual. If we cannot get started until 10am because of late-arrivals, then we are late finishing, and then we are not allowed the time to appropriately monitor surgical recovery.

# Operation SOS Shelter Price List Contract 2021

I act as the authorized representative of \_\_\_\_\_.

I agree to the terms set forth in these guidelines.  
I also agree to keep staff associated with  
surgery day scheduling apprised of these  
policies and procedures.

\_\_\_\_\_  
Authorized Organization Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Authorized Operation SOS Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name



15619 Premiere Drive, Suite 101  
Tampa, FL 33624  
(813) 968-4364  
flanimalfriend@L-TGraye.com  
floridaanimalfriend.org

August 1, 2019

Julie Kittams  
Operation SOS  
9196 SE Karin Street  
Hobe Sound, FL 33455

Dear Grant Applicant:

Thank you for supporting the Florida Animal Friend spay/neuter license plate program. Response from the public has quickly made the spay/neuter license plate one of the top 20 most popular specialty plates.

In this year's grant competition, the grant selection committee evaluated 45 complete applications. Each reviewer read all of the grants and scored them in 6 categories including target population, cost/benefit ratio, track record of the organization, and sustainability of the program.

Ultimately, 32 grant applications were funded for a total of \$ 588,650.

We are pleased to announce that your organization has been selected for a grant of \$ **10,000**. Some of the applications were funded for less than requested in order to provide support for as many projects as possible.

In order to accept the FAF grant, **please sign a copy of this agreement and return it by August 15, 2019**. Checks will be mailed by August 31. In signing the letter, your organization agrees to the following stipulations:

- All information submitted in the grant application is accurate.
- All activities in the funded project are compliant with federal, state and local laws and codes.
- **The funds will be expended only as described in the application and only for spay/neuter services. Microchipping, rabies vaccination, transportation, etc. are not to be funded with this grant. Pain medication can be included in the costs, and its use is required.**
- Any unspent funds remaining on August 31, 2020 will be returned to FAF immediately.
- Your organization will seek media and community coverage of the grant award and will conduct a campaign to promote FL Animal Friend license plate sales so that even more funds will be available in the future.
- You understand that your grant application will be posted on the FAF website as an example of a successful organization.
- You understand that FAF is subject to FL Statute 215.97 (CSFA # 76.076) which requires that "Grantee will maintain its books and records in such a manner that the receipts and expenditures of the grant funds will be shown separately on such books and records in an easily checked form. Grantee will keep such records of receipts and expenditures of grant funds as well as copies of the reports submitted to FAF and supporting documentation for at least five years after the completion of the use of the grant funds, and will make such books, records and supporting documentation available to FAF for inspection at reasonable times from the time of grantee's acceptance of the grant, throughout the five-year period."
- **Your organization will submit the final completed project report online by September 1, 2020** with the same login and password used to submit the grant application.

**Congratulations** on the good work you are doing on behalf of the welfare of animals and for proposing a worthy project to FAF. We look forward to learning of your great success.

AGREED For Florida Animal Friend

  
Lois Kostroski, Executive Director

For Grant Recipient

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name & Title

\_\_\_\_\_  
Organization Name

Internal Revenue Service  
P.O. Box 2508  
Cincinnati, OH 45201

Department of the Treasury

Date: January 31, 2017

OPERATION STERILIZATION  
OUTREACH SERVICES INC  
% JAN DALCORSO  
6694 SW BUSCH ST SUITE B  
PALM CITY FL 34990-8609

Person to Contact:  
S LENARD  
ID #0203196  
Toll-Free Telephone Number:  
877-829-5500  
Employer Identification Number:  
27-3871496  
Form 990 Required:  
Yes

Dear Sir or Madam:

This is in response to your request dated January 9, 2017, regarding your tax-exempt status.

We issued you a determination letter in July 2011, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Section 509(a)(2).

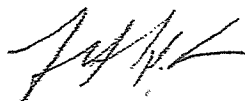
Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

For tax forms, instructions, and publications, visit [www.irs.gov](http://www.irs.gov) or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

Sincerely yours,



Jeffrey I. Cooper  
Director, Exempt Organizations  
Rulings and Agreements



FLORIDA DEPARTMENT OF STATE  
Division of Corporations

October 26, 2016

JULIE KITTAMS / OPERATION STERILIZATION OUTREACH SERV  
731 SW ALTON CIRCLE  
PORT SAINT LUCIE, FL 34953 US

Re: Document Number N10000010688

The Articles of Amendment to the Articles of Incorporation of HOUSING RECOVERY CORP. which changed its name to OPERATION STERILIZATION OUTREACH SERVICES, INC., a Florida corporation, were filed on October 25, 2016.

Should you have any questions regarding this matter, please telephone (850) 245-6050, the Amendment Filing Section.

Carolyn Lewis  
Regulatory Specialist II  
Division of Corporations

Letter Number: 016A00023015



FLORIDA DEPARTMENT OF STATE  
Division of Corporations

November 16, 2010

JAN DALCORSO  
6694 SW BUSCH ST, SUITE B  
PALM CITY, FL 34990

The Articles of Incorporation for HOUSING RECOVERY CORP. were filed on November 12, 2010 and assigned document number N10000010688. Please refer to this number whenever corresponding with this office regarding the above corporation.

The certification you requested is enclosed.

PLEASE NOTE: Compliance with the following procedures is essential to maintaining your corporate status. Failure to do so may result in dissolution of your corporation.

To maintain "active" status with the Division of Corporations, an annual report must be filed yearly between January 1st and May 1st beginning in the year following the file date or effective date indicated above. **It is your responsibility to remember to file your annual report in a timely manner.** A Federal Employer Identification Number (FEI/EIN) will be required when this report is filed. Contact the IRS at 1-800-829-4933 for an SS-4 form or go to [www.irs.gov](http://www.irs.gov).

Should your corporate mailing address change, you must notify this office in writing, to insure important mailings such as the annual report notices reach you.

Should you have any questions regarding corporations, please contact this office at (850) 245-6962.

Valerie Herring, Regulatory Specialist II  
New Filing Section

Letter Number: 210A00026886

[www.sunbiz.org](http://www.sunbiz.org)

Division of Corporations - P.O. BOX 6327 -Tallahassee, Florida 32314

# State of Florida



## Department of State

I certify the attached is a true and correct copy of the Articles of Incorporation of HOUSING RECOVERY CORP., a Florida corporation, filed on November 12, 2010, as shown by the records of this office.

The document number of this corporation is N10000010688.

Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this the  
Sixteenth day of November, 2010



CR2E022 (01-07)

*Dawn K. Roberts*  
Dawn K. Roberts  
Secretary of State

# *State of Florida*

## *Department of State*

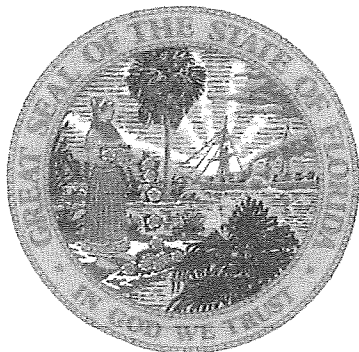
I certify that the attached is a true and correct copy of the Application For Registration of the Fictitious Name OPERATION S.O.S., registered with the Department of State on February 7, 2017, as shown by the records of this office.

The Registration Number of this Fictitious Name is G17000014271.

*Given under my hand and the Great Seal of  
Florida, at Tallahassee, the Capital, this the Ninth  
day of February, 2017*

*Ken Detjmer*

*Secretary of State*





# Consumer's Certificate of Exemption

DR-14  
R. 10/15

Issued Pursuant to Chapter 212, Florida Statutes

85-8017174085C-4	02/10/2017	02/28/2022	501(C)(3) ORGANIZATION
Certificate Number	Effective Date	Expiration Date	Exemption Category

This certifies that

OPERATION STERILIZATION OUTREACH SERVICE  
 S INC  
 OPERATION STERILIZATION OUTREACH SE  
 9196 SE KARIN ST  
 HOBE SOUND FL 33455-6912

is exempt from the payment of Florida sales and use tax on real property rented, transient rental property rented, tangible personal property purchased or rented, or services purchased.

RICK SCOTT, GOVERNOR

MATILDE MILLER, INTERIM SECRETARY

STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
BOARD OF VETERINARY MEDICINE



LICENSE NUMBER

VE5024

The MOBILE VETERINARY ESTABLISHMENT  
Named below HAS REGISTERED  
Under the provisions of Chapter 474 FS.  
Expiration date: DOES NOT EXPIRE

OPERATION STERILIZATION OUTREACH SERVICES  
KITTAMS, JULIE ANN  
9196 SE KARIN ST  
HOBE SOUND FL 33455



ISSUED: 03/28/2017

DISPLAY AS REQUIRED BY LAW

SEQ # L1703280001052

RON DESANTIS, GOVERNOR

HALSEY BESHEARS, SECRETARY

STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
FLORIDA DRUGS, DEVICES AND COSMETICS



LICENSE NUMBER

609029

The HEALTH CARE CLINIC ESTABLISHMENT  
Named below HAS REGISTERED  
Under the provisions of Chapter 499 FS.  
Expiration date: MAR 31, 2021

OPERATION STERILIZATION OUTREACH SERVICES INC  
OPERATION S.O.S.  
9196 SE KARIN ST  
HOBE SOUND FL 33455



ISSUED: 03/12/2019

DISPLAY AS REQUIRED BY LAW

SEQ # L1903120000537

DIVISION OF CONSUMER SERVICES  
(850) 410-3800



THE RHODES BUILDING  
2005 APALACHEE PARKWAY  
TALLAHASSEE, FLORIDA 32399-6500

FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES  
COMMISSIONER NICOLE "NIKKI" FRIED

---

February 6, 2020

Refer To: CH33975

OPERATION STERILIZATION OUTREACH SERVICES, INC  
9196 SE KARIN ST  
HOBE SOUND, FL 33455-6912

RE: OPERATION STERILIZATION OUTREACH SERVICES, INC  
REGISTRATION#: CH33975  
EXPIRATION DATE: January 25, 2021

Dear Sir or Madam:

The above-named organization/sponsor has complied with the registration requirements of Chapter 496, Florida Statutes, the Solicitation of Contributions Act. A COPY OF THIS LETTER SHOULD BE RETAINED FOR YOUR RECORDS.

Every charitable organization or sponsor which is required to register under s. 496.405 must conspicuously display the registration number issued by the Department and in capital letters the following statement on every printed solicitation, written confirmation, receipt, or reminder of a contribution:

"A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE (800-435-7352) WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE."

The Solicitation of Contributions Act requires an annual renewal statement to be filed on or before the date of expiration of the previous registration. The Department will send a renewal package approximately 30 days prior to the date of expiration as shown above.

Thank you for your cooperation. If we may be of further assistance, please contact the Solicitation of Contributions section.

Sincerely,

Rashauntah Jackson  
Regulatory Consultant  
850-410-3745  
Fax: 850-410-3804  
E-mail: rashauntah.jackson@fdacs.gov



STATE OF FLORIDA  
DEPARTMENT OF HEALTH  
EXEMPTION CERTIFICATE

For: Biomedical Waste - Veterinarian  
Issued To: Operation Sterilization Outreach Services Inc (mobile unit)  
9196 SE Karin St  
Hobe Sound, FL 33455

Audit Control:  
Permit Number:  
County:  
Issue Date:

43-BID-4813344  
43-64-1801685  
Martin  
10/01/2020



EH

Mailed To: Dr. Julie Kittams  
9196 SE Karin St  
Hobe Sound, FL 33455

Issued By: Florida Department of Health Martin Cou  
3441 SE Willoughby Blvd  
Stuart, FL 34994

ORIGINAL - CUSTOMER (Non-Transferable)



STATE OF FLORIDA  
DEPARTMENT OF HEALTH  
EXEMPTION CERTIFICATE

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10/01/2020



EH

Mailed To: Dr. Julie Kittams  
9196 SE Karin St  
Hobe Sound, FL 33455

Issued By: Florida Department of Health Martin Count  
3441 SE Willoughby Blvd  
Stuart, FL 34994

Duplicate - CUSTOMER (Non-Transferable)

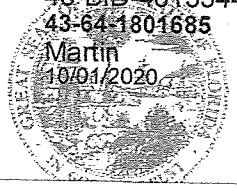


STATE OF FLORIDA  
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43-BID-4813344  
43-64-1801685  
Martin  
10/01/2020



Mailed To: Dr. Julie Kittams  
9196 SE Karin St  
Hobe Sound, FL 33455

BioMedical Exemption permits do not have an expiration date per Chapter 64E-16, Florida Administrative Code, (F.A.C.). If your biomedical waste exceeds the exemption limits of 25 pounds in any 30-day period, you must notify this office for a regular permit.

FILE - COPY (Non-Transferable)

Ron DeSantis, Governor

Halsey Beshears, Secretary

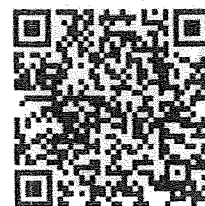
**STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
BOARD OF VETERINARY MEDICINE**

**LICENSE NUMBER: VM13164**

**EXPIRATION DATE: MAY 31, 2022**

THE VETERINARIAN HEREIN IS LICENSED UNDER THE  
PROVISIONS OF CHAPTER 474, FLORIDA STATUTES

KITTAMS, JULIE ANN  
9196 SE KARIN ST  
HOBE SOUND FL 33455



ISSUED: 05/17/2020

Always verify licenses online at [MyFloridaLicense.com](http://MyFloridaLicense.com)

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
FK4797328	12-31-2022	\$731.00
SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N,3 3N,4,5	PRACTITIONER	11-10-2019
KITTAMS, JULIE A 9196 SE KARIN ST HOBE SOUND, FL 33455 3345		

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE  
 UNITED STATES DEPARTMENT OF JUSTICE  
 DRUG ENFORCEMENT ADMINISTRATION  
 WASHINGTON D.C. 20537

Sections 304 and 1008 (21 USC 824 and 958) of the Controlled Substances Act of 1970, as amended, provide that the Attorney General may revoke or suspend a registration to manufacture, distribute, dispense, import or export a controlled substance.

THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE  
 UNITED STATES DEPARTMENT OF JUSTICE  
 DRUG ENFORCEMENT ADMINISTRATION  
 WASHINGTON D.C. 20537

DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
FK4797328	12-31-2022	\$731.00
SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N,3 3N,4,5	PRACTITIONER	11-10-2019
KITTAMS, JULIE A 9196 SE KARIN ST HOBE SOUND, FL 33455 3345		

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THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY.

**E. Fees and Compensation**

- 1) SHS agrees to provide management and operational services at the Savannah Rd. Animal Shelter based upon a yearly term, auto-renewing yearly for three years. At that juncture, terms of the Agreement will be renegotiated.
  
- 2) SHS shall submit a description of the impound fees they propose that the City of Fort Pierce/ Unincorporated St. Lucie County Residents will pay for SHS services. This description is a work-in-progress and will be based on prior Vendor fee-structure .
  
- 3) SHS agrees to match any charges/costs/fees between the two municipalities of City of Fort Pierce and Unincorporated St. Lucie County.

**F. Facility Rental/Lease Agreement**

- 1) SHS agrees to provide the City with a monthly property rental fee, calculated as twenty-percent of the prior month impound fees. This fee will begin accruing the move-in date of 2/1/2021, with the first payment on 3/1/2021.
- 2) A sample Lease Agreement follows this page. SHS asks the final Lease Agreement outlines specific responsibilities of the City of Fort Pierce in facility upkeep. Items such as roof maintenance, grounds maintenance, timed-inspections for code issues, fence maintenance/repairs, sewer/water/plumbing issues. This description should also include a plan for facility hurricane preparedness so Management is aware of their responsibilities. Contact information of responsible facilities upkeep departments should also be provided, either contractually or as a separate file.
- 3) SHS requests stakeholders pave the east parking area within one year of contract start date. It will be their decision whether asphalt or concrete. Safety is the first priority and an appropriately graded/paved lot is essential. SHS will then attend to landscaping needs to create a finished product. This lot is essential for the following Facility-traffic:
  - 1) Keeping the highly accessible front door parking public-ready.
  - 2) Private access for Animal Control and other Officers
  - 3) Staff and Volunteers to efficiently and safely park out of the way of public traffic.
  - 4) Patrons of the Wellness Clinic will also require safe parking.
  - 5) Events (training classes, adoption events) will host a large public showing.
  - 6) Large delivery vehicles (Food, Cremation, Dumpster access, Operation SOS surgery Van) will be driving through the lot and require a safe area for services.

## **LEASE AGREEMENT (DRAFT)**

This Lease Agreement (this "Lease") is dated as of January 01, 2021, by and between The City of Fort Pierce ("Landlord"), and Sunrise Humane Society, Inc. ("Tenant"). The parties agree as follows:

**PREMISES.** Landlord, in consideration of the lease payments provided in this Lease, leases to Tenant Animal Shelter facilities to include parking lot and 3 buildings, kennels, office space, and dog run area. (the "Premises") located at 100 Savannah Road, Fort Pierce, FL 34982.

**TERM.** The lease term will begin on January 01, 2021 and will terminate on December 31, 2021.

**LEASE PAYMENTS.** Tenant shall pay to Landlord monthly installments as Twenty-percent of impound fees, payable in advance on the first day of each month. Lease payments shall be made to the Landlord at 100 N. US Hwy 1, Fort Pierce, Florida 34954. The payment address may be changed from time to time by the Landlord.

**POSSESSION.** Tenant shall be entitled to possession on the first day of the term of this Lease, and shall yield possession to Landlord on the last day of the term of this Lease, unless otherwise agreed by both parties in writing. At the expiration of the term, Tenant shall remove its goods and effects and peaceably yield up the Premises to Landlord in as good a condition as when delivered to Tenant, ordinary wear and tear excepted.

**USE OF PREMISES.** Tenant may use the Premises only for Animal rescue services, pet adoption, public education, animal care, and veterinary procedures (canine/feline). The Premises may be used for any other purpose only with the prior written consent of Landlord, which shall not be unreasonably withheld. Tenant shall notify Landlord of any anticipated extended absence from the Premises not later than the first day of the extended absence.

**EXCLUSIVITY.** Landlord shall not directly or indirectly, through any employee, agent, or otherwise, lease any space within the property (except the Premises herein described), or permit the use or occupancy of any such space whose primary business activity is in, or may result in, competition with the Tenants primary business activity. The Landlord hereby gives the Tenant the exclusive right to conduct their primary business activity on the property.

**FURNISHINGS.** The following furnishings will be provided:  
Desks/chairs/general office equipment (3-5 desks, chairs, and miscellaneous furnishings)  
Animal kennels (40-60 total) Tenant shall return all such items at the end of the lease term in a condition as good as the condition at the beginning of the lease term, except for such deterioration that might result from normal use of the furnishings.

**PROPERTY INSURANCE.** Tenant shall maintain casualty insurance on the Premises in an amount not less than \$1,000,000.00. Landlord shall be named as an additional insured in such policies. Tenant shall deliver appropriate evidence to Landlord as proof that adequate insurance is in force issued by companies reasonably satisfactory to Landlord. Landlord shall receive advance written notice from the insurer prior to any termination of such insurance policies. Tenant shall also maintain any other insurance which Landlord may reasonably require for the protection of Landlord's interest in the Premises. Tenant is responsible for maintaining casualty insurance on its own property.

**LIABILITY INSURANCE.** Tenant shall maintain liability insurance on the Premises in a total aggregate sum of at least \$1,000,000.00. Tenant shall deliver appropriate evidence to Landlord as proof that adequate insurance is in force issued by companies reasonably satisfactory to Landlord. Landlord shall receive advance written notice from the insurer prior to any termination of such insurance policies.

**RENEWAL TERMS.** This Lease shall automatically renew for an additional period of 4 years per renewal term, unless either party gives written notice of termination no later than 90 days prior to the end of the term or renewal term. The lease terms during any such renewal term shall be the same as those contained in this Lease.

**TAXES.** Taxes attributable to the Premises or the use of the Premises shall be allocated as follows:

REAL ESTATE TAXES. Landlord shall pay all real estate taxes and assessments for the Premises.

**DEFAULTS.** Tenant shall be in default of this Lease if Tenant fails to fulfill any lease obligation or term by which Tenant is bound. Subject to any governing provisions of law to the contrary, if Tenant fails to cure any financial obligation within 5 days (or any other obligation within 10 days) after written notice of such default is provided by Landlord to Tenant, Landlord may take possession of the Premises without further notice (to the extent permitted by law), and without prejudicing Landlord's rights to damages. In the alternative, Landlord may elect to cure any default and the cost of such action shall be added to Tenant's financial obligations under this Lease. Tenant shall pay all costs, damages, and expenses (including reasonable attorney fees and expenses) suffered by Landlord by reason of Tenant's defaults. All sums of money or charges required to be paid by Tenant under this Lease shall be additional rent, whether or not such sums or charges are designated as "additional rent". The rights provided by this paragraph are cumulative in nature and are in addition to any other rights afforded by law.

**CUMULATIVE RIGHTS.** The rights of the parties under this Lease are cumulative, and shall not be construed as exclusive unless otherwise required by law.

**REMODELING OR STRUCTURAL IMPROVEMENTS.** Tenant shall have the obligation to conduct any construction or remodeling (at Tenant's expense) that may be required to use the Premises as specified above. Tenant may also construct such fixtures on the Premises (at Tenant's expense) that appropriately facilitate its use for such purposes. Such construction shall be undertaken and such fixtures may be erected only with the prior written consent of the Landlord which shall not be unreasonably withheld. Tenant shall not install awnings or advertisements on any part of the Premises without Landlord's prior written consent. At the end of the lease term, Tenant shall be entitled to remove (or at the request of Landlord shall remove) such fixtures, and shall restore the Premises to substantially the same condition of the Premises at the commencement of this Lease.

**ACCESS BY LANDLORD TO PREMISES.** Subject to Tenant's consent (which shall not be unreasonably withheld), Landlord shall have the right to enter the Premises to make inspections, provide necessary services, or show the unit to prospective buyers, mortgagees, tenants or workers. However, Landlord does not assume any liability for the care or supervision of the Premises. As provided by law, in the case of an emergency, Landlord may enter the Premises without Tenant's consent. During the last three months of this Lease, or any extension of this Lease, Landlord shall be allowed to display the usual "To Let" signs and show the Premises to prospective tenants.

**INDEMNITY REGARDING USE OF PREMISES.** To the extent permitted by law, Tenant agrees to indemnify, hold harmless, and defend Landlord from and against any and all losses, claims, liabilities, and expenses, including reasonable attorney fees, if any, which Landlord may suffer or incur in connection with Tenant's possession, use or misuse of the Premises, except Landlord's act or negligence.

**COMPLIANCE WITH REGULATIONS.** Tenant shall promptly comply with all laws, ordinances, requirements and regulations of the federal, state, county, municipal and other authorities, and the fire insurance underwriters. However, Tenant shall not by this provision be required to make alterations to the exterior of the building or alterations of a structural nature.

**MECHANICS LIENS.** Neither the Tenant nor anyone claiming through the Tenant shall have the right to file mechanics liens or any other kind of lien on the Premises and the filing of this Lease constitutes notice that such liens are invalid. Further, Tenant agrees to (1) give actual advance notice to any contractors, subcontractors or suppliers of goods, labor, or services that such liens will not be valid, and (2) take whatever additional steps that are necessary in order to keep the premises free of all liens resulting from construction done by or for the Tenant.

**DISPUTE RESOLUTION.** The parties will attempt to resolve any dispute arising out of or relating to this Agreement through friendly negotiations amongst the parties. If the matter is not resolved by negotiation, the parties will resolve the dispute using the below Alternative Dispute Resolution (ADR) procedure.

Any controversies or disputes arising out of or relating to this Agreement will be submitted to mediation in accordance with any statutory rules of mediation. If mediation is not successful in resolving the entire dispute or is unavailable, any outstanding issues will be submitted to final and binding arbitration under the rules of the American Arbitration Association. The arbitrator's award will be final, and judgment may be entered upon it by any court having proper jurisdiction.

**ASSIGNABILITY/SUBLETTING.** Tenant may not assign or sublease any interest in the Premises, nor effect a change in the majority ownership of the Tenant (from the ownership existing at the inception of this lease), nor assign, mortgage or pledge this Lease, without the prior written consent of Landlord, which shall not be unreasonably withheld.

**NOTICE.** Notices under this Lease shall not be deemed valid unless given or served in writing and forwarded by mail, postage prepaid, addressed as follows:

**LANDLORD:**

The City of Fort Pierce  
100 North US Hwy 1  
Fort Pierce, FL, Florida 34954

**TENANT:**

Sunrise Humane Society, Inc.  
100 Savannah Road  
Fort Pierce, FL 34982

Such addresses may be changed from time to time by any party by providing notice as set forth above. Notices mailed in accordance with the above provisions shall be deemed received on the third day after posting.

**GOVERNING LAW.** This Lease shall be construed in accordance with the laws of the State of Florida.

**ENTIRE AGREEMENT/AMENDMENT.** This Lease Agreement contains the entire agreement of the parties and there are no other promises, conditions, understandings or other agreements, whether oral or written, relating to the subject matter of this Lease. This Lease may be modified or amended in writing, if the writing is signed by the party obligated under the amendment.

**SEVERABILITY.** If any portion of this Lease shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Lease is invalid or unenforceable, but that by limiting such provision, it

would become valid and enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

**WAIVER.** The failure of either party to enforce any provisions of this Lease shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with every provision of this Lease.

**BINDING EFFECT.** The provisions of this Lease shall be binding upon and inure to the benefit of both parties and their respective legal representatives, successors and assigns.

**LANDLORD:**  
**The City of Fort Pierce**

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Peggy Arriaz,  
Code Compliance Manager

**TENANT:**  
**Sunrise Humane Society**

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Dr. Julie Kittams  
Board President,  
Sunrise Humane Society, Inc.

**G. Termination of Contract Without Cause**

Either party may terminate this Agreement with or without cause upon sixty (60) day written notice to the other. In the event of early termination, SHS shall refund the prorated amount of the monthly payment provided in Paragraph 8 of this Agreement to the City of Fort Pierce based upon a 30 day term. Such refund shall be due within thirty (30) days of the effective date of the termination.



## OKEECHOBEE COUNTY SHERIFF'S OFFICE

---

**Noel E. Stephen**  
SHERIFF

P.O. Drawer 1397  
Okeechobee, Florida 34973-1397  
863-763-3117 or 1-800-357-9868  
Fax 863-763-6366

11/18/2020

To Whom It May Concern:

I am the Director of Operations for Okeechobee County Sheriff's Office Animal Control Services. I have worked with Operation S.O.S. since its inception in 2017. Said-organization provides sterilization surgeries to our adoptive shelter animals bi-monthly. Our partnership has been productive, decreasing our shelter-costs and increasing our adoption rate.

Operation S.O.S. has also provided our Community with an affordable spay/neuter option since 2018. This program is the only of its kind in our area. It is an instrumental part of providing services to those in our Community that cannot afford a full-service Veterinary hospital. I write this Letter of Support for endeavors Operation S.O.S. seeks for future animal welfare projects.

Sincerely,

Amy Fisher  
Director of Operations  
Okeechobee County Sheriff's Office  
Animal Control Services  
Okeechobee, Florida

# Port St. Lucie Police Department



**CITY OF  
PORT ST. LUCIE**

**John A. Bolduc  
Chief of Police**

[www.cityofpsl.com](http://www.cityofpsl.com)

**Headquarters**

772-871-5000

772-871-5251  
Facsimile

772-871-5029 Hearing  
Impaired

121 S.W. Port St. Lucie  
Boulevard  
Bldg. C  
Port St. Lucie, FL  
34984-4398

An Equal Opportunity  
Employer



An Internationally Accredited  
Law Enforcement Agency

To the Board of Directors of Operation SOS,

I would like to extend my sincere gratitude for the assistance and services your organization has provided to the residents of the City of Port St. Lucie since August of 2018. At that time, our spay and neuter program was in desperate need of assistance and Operation SOS stepped in to fill the void. Since then, we have worked together to help the residents and animals of the City of Port St. Lucie. I am sure our efforts will continue to show positive changes and outcomes in the years to come.

Although our partnership in the spay and neuter program has ended, I am thankful that we will continue to work together in the City's Trap Neuter Vaccinate and Return program going forward. I have found your organization and members to be professional, courteous, and provide excellent customer service. Our office has not fielded any complaints regarding your organization which further shows the quality of the services you have provided for us.

The attention to detail that is demonstrated is also to be commended. Through my multiple interactions with your staff I have found them to be knowledgeable, courteous, prompt, efficient, and effective in their duties and abilities. From the prompt and accurate billing to the assistance with our pet licensing program, I have nothing but positive accolades to expound.

I again wish to thank you for the work that you do and the care that is put into it. Operation SOS has been and will continue to be an important partner in the advocacy of animal health and care in the community.

Respectfully,

A handwritten signature in black ink, appearing to read "Bryan Lloyd".

**Bryan Lloyd  
Administrator  
Port St. Lucie Animal Control**

# UNITED FOR ANIMALS

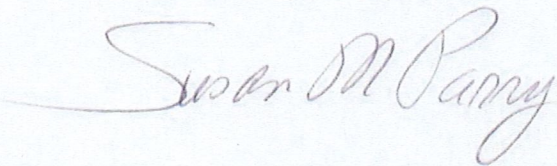
## 2013 Pegasus "WINGS AWARD" Recipient

11/19/2020

To Whom It May Concern,

*This is a letter of support for the organization known as Operation Sterilization Outreach Services and Dr. Julie Kittams whose experience, qualifications and history speaks for itself. United For Animals has had ongoing positive experiences with Dr. Kittams and Operation SOS and confidently recommends this organization. They provide professional, invaluable, and much needed affordable veterinarian services. United For Animals trusts and utilizes Dr. Kittams and SOS as often as appointments can be had due to the high demand for their services which speaks loudly to their capabilities! They are an important "humane asset" to our Community's needs in addressing our animal population and all it's challenges. Please don't hesitate to contact me for further conversation about Dr. Kittams and SOS if needed.*

Sincerely, Susan M Parry



### PURPOSE DRIVEN NOT PROFIT DRIVEN

United For Animals Inc. is an accredited 501c3 animal advocacy charity incorporated since March 2006 in good standing.

United For Animals, PO Box 3307 Fort Pierce, FL 34948-3307/772-979-4008

UNITEDFORANIMALSFL.ORG/unitedway4animal@aol.com

STATE OF FLORIDA CORPORATION # N06000003033/ IRS EIN # 20-5103783 /FL STATE REGISTRATION # CH37605

# Concetta Viggiano Parry Foundation

Post Office Box 3307

Fort Pierce, Florida 34948-3307

11/19/2020

To Ft. Pierce & S.L.C. leaders tasked with deciding which organization should operate the pet shelter on Savannah Rd:

I want to promote Dr. Julie Kittams to be the City/County choice to control the Shelter at Savannah Rd. As a former donor, Board Member and Treasurer of the Humane Society S.L.C. from 2003 to 2006, before the society began its 'new shelter' endeavor, I learned what this complex needed and how truly efficient it could be if operated by the right people.

Dr. Kittams has the competence, experience, common sense and heart to build a reputation for this Ft. Pierce facility that will lead to renewed and increased community support in terms of volunteerism and philanthropy.

My wife Susan and I have had much involvement with veterinarian and entrepreneur over a period of years via our capacity running United For Animals. Our experience has resulted in the knowledge that she does what she says she will do, on time, professionally and again, with competence.

I as Trustee of the C.V. Parry Foundation pledge financial support for a facility run by this fine person.

John Parry

Trustee for The C.V. Parry Foundation Trust

Concetta Viggiano Parry Foundation

Post Office Box 3307


Fort Pierce, Florida 34948-3307

(772) 971-5684

John V. L. Parry

Trustee

Compassion - The  Of Intelligence

Compassion - The  Of Intelligence