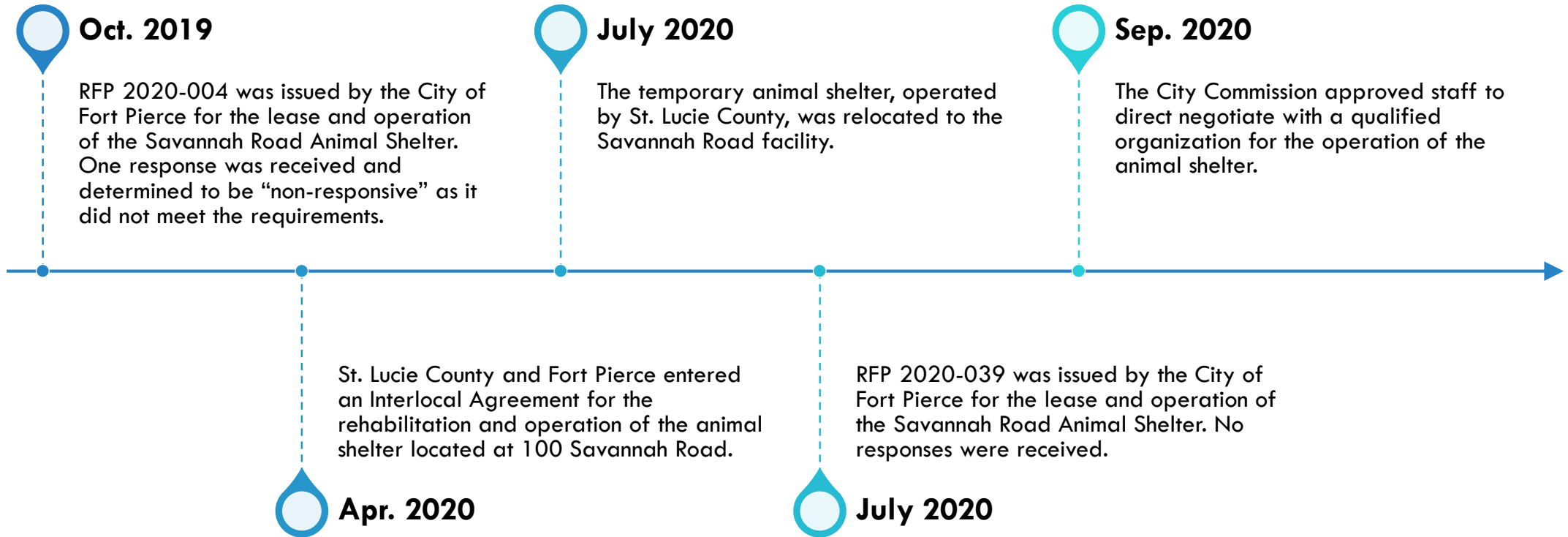




# OPERATION SOS PROPOSAL ANIMAL SHELTER LEASE AND OPERATIONS

January 4, 2021

# HISTORY



# PROPOSAL — OPERATION SOS

Operation SOS has submitted a proposal to lease the animal shelter facility located at 100 Savannah Road and provide the full management and operation of the shelter.

The proposal is in line with the previous RFP documents and meets all the requirements.

It is proposed for the operations and lease to commence on February 1, 2020.

Both St. Lucie County and Fort Pierce staff have reviewed the proposal and support its approval\*.  
(\*With Comments)

“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.”

\*Staff is supportive of the overall concept as presented.

## LETTER OF TRANSMITTAL

# EXPERIENCE AND QUALIFICATIONS

Operation SOS has been servicing the Treasure Coast and Okeechobee County since 2017.

The Executive Director, Dr. Julie Kittams has been a Veterinarian for 23 years, licensed in the State of Florida for six years. They currently employ two full-time Veterinary Technicians.

They are the largest provider of High-Quality/High-Volume spay/neuter services in the area. To date, over 10,000 sterilization surgeries has been administered.

They have contracts with the City of Fort Pierce, St. Lucie County, Okeechobee County and the City of Port St. Lucie and are the only provider to all three local jurisdictions for TNVR services.

\*Staff has been very satisfied with the services performed under existing contracts.

# BUSINESS PLAN

It is their objective to create a new non-profit entity, the Sunrise Humane Society (SHS), which will be separate from Operation SOS, its board, finances, permits, insurance and operations.

They anticipate transferring all documents from Operation SOS to the Sunrise Humane Society by the end of year two.

The SHS will be responsible for collecting all fees, such as impound fees, due to the City of Fort Pierce and St. Lucie County and remitting such payments in a timely manner.

The SHS will be responsible for ensuring a City / County animal registration exists or issue a new one before any animal is adopted or returned to its owner.

There will be a three-person management team: Facilities Director, Shelter Manager and Veterinarian.

The proposed business plan has been broken down into a four phased approach.



# PHASE 1 — 30 DAYS



Immediately fill the position of Shelter Manager to work directly with St. Lucie County to take over animal care, policies, procedures, etc.



Current kennel staff will be offered the opportunity to transfer to SHS payroll.



Transfer telephone and utilities from COFP to SHS.



SHS will begin the management of general site operations including impounds, adoptions, veterinary clinic and prevention maintenance of buildings and all other outdoor spaces including parking lots.



Training and safety SOPs will be completed. Facility will not be opened to the public until these protocols are complete.

# PHASE 2 — 6 MONTHS

## Open the animal shelter to the public.

- Proposed hours are Tuesday – Sunday, 11:00 am – 5:30 pm.
- CDC guidelines and local requirements will be followed.
- After hours contact can be made via Facebook or website.

## Develop the Sunrise Humane Society.

- Establish the Board of Directors.
- Begin fundraising.
- Establish plans for community outreach, volunteers, fosters.
- Research for appropriate generator solution for hurricane preparedness.

# PHASE 3 — 8 MONTHS

## Institute volunteer program and foster programs.

- Includes training in safety protocols.

## Start a veterinary clinic.

- This is a very expensive program to start and fundraising will play a large part.
- Clinic will need to be fully outfitted for surgeries.
- Requires a FL Licensed Veterinarian to assume the permits from Dr. Kittams.
- Requires two part-time Veterinarian Technicians / Assistants.
- This program should be self-funded in the long term.

# PHASE 4 — MONTHS 15 - 24



Public spay/neuter clinic open to the public.



SHS fully operational.



Operation SOS returns to its regular routine off-site operations.

# FINANCIAL PLANS

\*Proposal lists \$35,000 monthly budget. Actual monthly budget for the two jurisdictions \$31,250.00.

\*These costs for services will be included in the service agreements.



Will work with existing budgets for both City of Fort Pierce and St. Lucie County through the end of FY 2021.



Payments will be made quarterly and income/expenses will be fully reviewed by all parties. These reviews will be the basis for establishing a budget for future years.



Service agreements will be drafted for each jurisdiction, but all terms and conditions will be identical.



Operation SOS will establish a \$20,000.00 loan to SHS to provide the services needed to establish operations.

# OVERSIGHT

\*After further review, staff recommends two separate evaluations. The semi-annual evaluation will be of the facility and be included in the lease. The bi-monthly inspections will be of animal care and services and will be included in the service agreements.

\*Penalties for default of the lease could include termination of the lease.

SHS has agreed to the inspections and evaluations that were presented in the RFPs. This includes:



A written animal shelter evaluations report, issued semi-annually.



Bi-monthly (or as needed) inspection of the animal shelter operations.



Written reports identifying any deficiencies will be provided, along with a time frame for resolution.



Potential penalties for failing to address any deficiencies.

# FACILITY RENTAL/LEASE AGREEMENT

\*Staff recommends that the lease agreement have the same term as the service agreement and be tied directly to the service agreement and vice versa. Therefore, if the service contact is terminated, the lease will terminate at the same time.



SHS proposes a monthly property rental fee, calculated as 20% of the prior month's impound fees.



SHS will take over preventive maintenance, including pest control.



SHS will be responsible for repairing any damage incurred.



COFP will be responsible for roof maintenance, grounds maintenance, fence maintenance/repairs and any plumbing, electrical or HVAC issues.



SHS has requested the stakeholders pave the east parking area within one year of the contract.



Lease is for one year, with a four-year renewal (5 years total).

# ADDITIONAL INFORMATION

\*As previously stated, staff recommends the term of the service contract be the same as the lease.

\*Staff recommends a minimum of 120 days to terminate without cause. For cause termination clauses will be provided for both parties.

\*If the jurisdictions provide a representative for the BOD, the BOD is bound by sunshine law regulations.

Termination by either party with sixty (60) days notice.

Service agreements are for one (1) year with two (2) auto renewals.

They have offered a position on the Board for a representative of each jurisdiction.