



May 30, 2017

Ms. Pat Hilliard  
Procurement Manager  
City of Harrisonburg  
409 South Main Street  
Harrisonburg, VA 22801

Dear Ms. Hilliard,

Anicira Veterinary Center (Anicira) is pleased to submit a proposal for a public-private partnership (PPEA) for animal services for the City of Harrisonburg.

This PPEA is an opportunity to optimize the experience and knowledge of Anicira – a recognized animal welfare and veterinary medical services leader – to improve and expand the quality of these services for the residents of Harrisonburg. This project would meet public needs and provide public benefits by advancing City of Harrisonburg animal services through implementation of industry best practices as outlined in the *Shelter Assessment by Animal Welfare Management Services*.

This project responds to the growing expectation of improved animal welfare practices in our community by fostering efficiencies, transferring risks and responsibilities in this area away from the City, and providing a greater level of service at a lower funding requirement. Moreover, it leverages Anicira's private sector experience based on a model that saves animal lives, builds business, and engages the community to maximize public investment.

We appreciate your consideration of this PPEA proposal that will improve not only the lives of animals, but also provide needed services for the citizens of Harrisonburg. Please do not hesitate to contact me should you have any questions or need additional information.

Warm regards,

A handwritten signature in dark blue ink, reading "Cate Lemmond". The signature is fluid and cursive, with the first name "Cate" being more prominent.

Cate Lemmond  
President and CEO

## **1. Qualification and Experience**

- a. Anicira Veterinary Center (Anicira) is a 501-c-3 corporation with locations in Harrisonburg and Manassas, Virginia. Anicira is committed to serving animals and the community through veterinary services, education, outreach, shelter, care and protection programs to help animals live healthy lives in a safe environment. The shelter envisioned by this partnership will be a place of security and comfort not only for animals, but for the community - knowing that animals are being saved. Through this partnership, the City of Harrisonburg can take advantage of Anicira's local leadership, commitment, and vision to implement a model of animal sheltering that will simultaneously save the lives of animals and promote respect for their welfare, elevating our community.

There will not be any subcontractors for this project.

- b. Anicira is an acknowledged leader in animal welfare and the no-kill effort to end medically unnecessary euthanasia of cats and dogs. Started in 2005 as the Shenandoah Valley Spay/Neuter Clinic, Anicira has grown significantly in the past 12 years in size and number and type of services provided. Anicira is Virginia's leading high volume spay/neuter service provider with over 18,500 surgeries performed each year. Based on revenue, with a 2017 annual budget of \$3.1M, Anicira is one of Harrisonburg's ten largest independent non-profit organizations.

In March of 2016, Anicira started a foster based dog adoption program to assist our community with stray and relinquished dogs. In one year, 262 dogs were placed in loving homes through adoption events. Strong demand indicates 400 dogs as well as cats will be placed in 2017. Anicira has active partnerships with 91 animal welfare organizations throughout VA, MD, PA and WV.

Based on its strong performance history and affordable fee structure, Anicira-Manassas was recently awarded a veterinary service contract for Loudoun and Prince William Counties.

There will not be any firms that will provide construction and related completion guarantees and warranties.

Resumes enclosed.

- c. Cate Lemmond, President and CEO, 1992 Medical Avenue Harrisonburg, VA 22801. Tel: 540-437-1980.
- d. 2016 IRS Form 990 and audited financial statement enclosed.
- e. There are no persons known who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project.

## 2. Project Characteristics

- a. Anicira is pleased to submit a proposal for a public private partnership for animal services. This proposal highlights a comprehensive approach to expand and improve animal services for the City. This project would meet public needs and provide public benefits through implementation of industry best practices as outlined in the *Shelter Assessment by Animal Welfare Management Services*.

This represents an opportunity to leverage the experience and knowledge of Anicira – a recognized animal welfare and veterinary medical services leader – to improve and expand the quality of these services for the Harrisonburg community. Our vision is to guarantee a loving home to every healthy, treatable and behaviorally sound cat and dog; be a leader and an example for other animal service organizations; exceed industry standards for care of animals, and; maintain constructive, collaborative relationships with our community, City government, and other non-profit organizations that will advance Anicira's mission and vision.

This mission will be achieved through rescuing animals from abuse and neglect, providing lifesaving veterinary care and treatment, guaranteeing a home for every adoptable animal, and reducing pet overpopulation through public awareness and affordable veterinary services - including spay/neuter surgeries, vaccinations, general surgery and dental services. Through these efforts, Anicira will work towards preventing neglect and cruelty towards animals and promoting respect for their welfare, thus enhancing the lives of people and their companion animals throughout the City.

Anicira owns and operates an animal shelter, called the Anicira Animal Adoption Center at 910 North Liberty Street in Harrisonburg. The shelter has been inspected and licensed by the Virginia Department of Agriculture and Consumer Services.

- b. Aside from continuing to provide animal control services through the Harrisonburg Police Department, the City will not be expected to perform any work for this project.
- c. Virginia Department of Agriculture and Consumer Services: Annual animal shelter inspection and license, completed May 9, 2017.
- d. There are no anticipated adverse social, economic, and environmental impacts of the project.
- e. The animal shelter envisioned by this partnership will be a place of security and comfort not only for animals, but for the community - knowing that animals are being saved. This change is expected to have a very positive social impact on the Harrisonburg community.

The projected positive economic impact includes providing a higher level of service at a lower funding requirement as well as reducing the overall stray and homeless animal population through proactive programs thereby reducing future

sheltering costs. This project could transfer key project risks to the private sector, including risks associated with regulatory responsibilities and changes as well as long term risks associated with financing, lifecycle costs, and operations.

- f. The Anicira Animal Adoption Center is currently housing animals so the project could commence at any time.
- g. The Anicira Animal Adoption Center will assume operational risk and liability per the terms of an agreement or contract between Anicira and the City.
- h. Anicira will maintain ownership of the property and will abide by all federal, state and local laws, regulations and ordinances to limit Anicira's legal liabilities with the project.
- i. The Anicira Animal Adoption Center is currently fully operational.
- j. The Anicira Animal Adoption Center facility is structurally sound, designed and maintained by Anicira to protect the animals in our care, prevent disease, and reduce related stress while ensuring the best atmosphere for adoptions and other life-saving activities. This shelter has been inspected and licensed by the Virginia Department of Agriculture and Consumer Services.
- k. There are not any contingencies for the project to be successful.

### **3. Project Financing**

- a. The City funding requirement for the project would be \$266,910.00. This amount is based on the 2016 animal shelter intake data provided by Harrisonburg Animal Control and the associated costs of providing shelter services for each of the animals.
- b. Funds would be required on an annual basis; payable quarterly, bi-annually or annually. All funds will be used for animal sheltering programs and services. The Anicira Animal Adoption Center is currently fully staffed and operational.
- c. This proposal would be supported by an existing organization and an existing sheltering facility that has been inspected and is already sheltering animals.
- d. Anticipated risk factors include legislative, regulatory and legal changes related to animal sheltering. Anicira will comply with all changes, as it has at the veterinary facilities for the past twelve years. Since the City will only be partnering with Anicira for animal sheltering services and not any capital expenditures, financial default should not be a concern.
- e. Anicira is not contemplating requesting any additional local, state or federal resources for the project.
- f. At this time, there are not any third parties that will provide financing for the project. However, in the future, grant requests may be made to charitable foundations requesting assistance with the sheltering programs and services.

- g. There are no aspects of the project that could disqualify the project from obtaining tax-exempt financing.

#### **4. Project Benefit and Compatibility**

- a. There is public demand for a new, life-saving model of animal sheltering services. This proposal is responsive by providing the following benefits to the residents of Harrisonburg:
  - Guaranteed live release rate improvements on a quarterly basis, taking Harrisonburg toward the goal of becoming a No-Kill City;
  - Significant private sector investment for saving animal lives from charitable foundations and other philanthropic organizations;
  - Understanding of high risk animal populations for improved resource allocation;
  - Full transparency and accurate statistical reporting of intakes and outcomes;
  - On-going evaluation of current and future needs, relevant trends and industry standards, and innovative strategies;
  - Improved community outreach and partnership efforts to boost adoption trends;
  - Medical care for all stray and homeless animals provided by staff licensed veterinarians with experience in shelter medicine;
  - A reinstatement of CART (Community Animal Response Team) through collaboration with Harrisonburg Animal Control to provide emergency preparedness, response and management;
  - Public health initiatives, including rabies prevention vaccination clinics;
  - A coordinated effort to reunite pets with their family including an online reporting tool for lost and found pets, including posting stray animals to facilitate returns as well as microchipping services;
  - A safekeeping program in collaboration with the Harrisonburg Police Department, Department of Social Services, and other service providers to offer short-term care options for owners who are experiencing crisis (housing, health, domestic violence).
- b. Anticipated public support includes the community at large and other Harrisonburg based animal welfare organizations that support a lifesaving model- Advocates for Valley Animals and Cat's Cradle. As seen in many other communities in Virginia, transitioning to a life-saving shelter business model generates far reaching support. The community preference for life-saving translates into greater political, corporate, philanthropic, business and volunteer support of no-kill shelters.

It is anticipated that the Rockingham-Harrisonburg SPCA would be in opposition to the project due to its financial interest and philosophical differences.

- c. Anicira would involve and inform the general public, business community and governmental agencies through targeted communications with relevant stakeholders such as the public, government officials and business leaders as well as regular business outreach and advertising through scheduled events throughout the year.

The anticipated timeline for the project would be based on the City's needs. The project would be able to start immediately.

- d. There is a public demand for a new model of animal services in Harrisonburg. This is evidenced by ongoing community attention, locally active animal welfare interest groups, significant private sector investment from grant makers and foundations, and recent local news coverage devoted to the issue. This project would realize public benefits by maximizing resources to better meet the recent changes in expectations that have occurred not only in Harrisonburg but nationwide.

Virginia Department of Agriculture and Consumer Services data shows the Harrisonburg metro area has one of the highest euthanasia rates of all areas in Virginia. Harrisonburg's government-contracted facility has the highest death and lowest live outcome rates of all similar organizations in the state. Other Virginia communities with similar demographics and comparable government financial support have shifted to more proactive, progressive methods of animal sheltering. Harrisonburg can have the same opportunity.

- e. The project is compatible with the City's comprehensive plan.
- f. Having fewer than 250 employees and less than \$10 million in annual revenue, Anicira meets the guidelines of a small business established by The Virginia Department of Small Business and Supplier Diversity.

Anicira is also led by a woman President and CEO that has steered it to growth of over 900% since its founding in 2005.

**Cate Lemmond** Harrisonburg, VA 22801 | 540-437-1980 | c.lemmond@anicira.org

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Executive with experience starting, growing, and leading a non-profit animal welfare organization. Verifiable success driving complex, multi-site operations to triple digit growth and managing to KPIs. Leading cultural shifts in operations, influencing key decisions pertaining to strategic initiatives and operational execution.

### **Qualifications**

• Operations Management	Revenue Growth	Innovative Problem Solving
Strategic Cost Containment	Budget Management	Client Relationship Building
Balancing Present & Future Goals	Performance Measurement	Team Building & Training

### **Professional Experience**

**Anicira Veterinary Center** (formerly Shenandoah Valley and Potomac Spay/Neuter Clinics)

**President and CEO** (August 2004-Present)

Harrisonburg and Manassas, VA

*Affordable, community based veterinary care hospitals serving over 37,000 pets each year*

- ♦ Revenue increase of over 600% in less than 10 years
- ♦ Expanded services from spay/neuter to comprehensive veterinary care and adoption program
- ♦ Approve and manage an annual budget of \$3.2M
- ♦ Successfully developed and maintained partnerships with more than 90 organizations
- ♦ Grants awarded in excess of \$800,000 in the past five years
- ♦ Successfully implemented programs resulting in 45% decrease in local shelter intake rates

### **Education**

**Tufts University School of Veterinary Medicine, Center for Animals.** North Grafton, MA

Master of Science in Animals and Public Policy, 2005.

**University of Virginia.** Charlottesville, VA

Bachelor of Arts in Government, 2000.

### **Selected Speaking Engagements**

**Humane Society of the United States Animal Expo**

“Successful Spay/Neuter Programs in Rural Communities” May 2013

**Virginia Federation of Humane Societies Annual Conference**

“Operating a High-Volume Clinic” March 2009

“Spay/Neuter Program Outreach with GIS” March 2013

### **Professional Certifications**

Certified Animal Welfare Administrator (CAWA)

Certified Veterinary Practice Manager (CVPM)

# Emily Beichel, DVM

16 Carodon Drive | Ruckersville, VA | 22968 | embeichel@yahoo.com | (312) 206-7113

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## SUMMARY OF QUALIFICATIONS

- Sixteen years of animal welfare experience including work with many various types of organizations including rescues, sanctuaries, small privately owner shelters and large shelters with city and county contracts.
- 6 years of experience as a shelter veterinarian working with an award-winning animal welfare organization to support a No Kill community.
- Lifetime experience of living in and working with diverse communities and learning how to best serve those communities and their pets.

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## EDUCATION

**Ross University School of Veterinary Medicine, St. Kitts, WI** 2004-2007

*Clinical year completed at Purdue University*

*Doctor of Veterinary Medicine*

**University of Pennsylvania, Philadelphia, PA**

1999-2003

*Completion of Post-Baccalaureate program in Pre-veterinary medicine*

**New York University, New York, NY**

1995-1999

*BFA Dramatic Writing*

### Awards Received

**3-Time Dean's List-Ross University School of Veterinary Medicine**

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## CAREER HISTORY

### **Anicira Veterinary Center (9/2015 – Present)**

*Harrisonburg, VA*

#### ***Veterinarian in Charge***

- High volume spay and neuter surgery
- Soft tissue surgeries (mass removal, entropion, cherry eye repair)
- Dentistry
- Examination and treatment of medical cases and general wellness

### **Fredericksburg Regional SPCA (9/2015 – 4/2017)**

*Fredericksburg, VA*

#### ***Relief veterinarian***

- High volume spay and neuter surgery
- Soft tissue surgeries as needed (mass removal, entropion, cherry eye repair)
- Examination and treatment of all shelter animals
- Advisement of staff on best shelter practices/infectious disease control



**The Jessica Beath Clinic (9/2013 – 9/2015)**

*Ashland, VA*

***Clinic Director***

Responsible for medical care of all animals entering the rescue (B.A.R.K.), which owns the clinic.

- . Developed pricing and business plan for clinic to become a self-sustaining enterprise.
- . Provide low-cost treatments to the general public (heartworm treatments, wellness vaccines and other surgeries as needed).
- . Support responsible pet ownership by promoting and providing low-cost spay neuter.

**Charlottesville-Albemarle SPCA, (10/2008- 9/2013)**

*Charlottesville, VA*

***Director of Veterinary Services***

- . Motivated staff and organized surgical flow in order to obtain goal of 7,000 spay neuter surgeries in a single year, the highest number to date performed at the Charlottesville SPCA.
- . Provided loving care to all shelter animals including any necessary surgeries, diagnostics, and supportive care. When necessary, sought outside care and second opinions to give each animal the best chance at a healthy life.
- . Responded to requests from animal control to assess animals for possible cruelty charges. Provided documentation of cruelty via photography and physical examination to ensure success of prosecution.
- . Created relationships with numerous outside veterinarians in order to promote the Charlottesville SPCA and increase communication between private practitioners and shelter management.
- . Developed medical protocols in accordance with the latest advances in shelter medicine.
- . Ensured compliance with all regulatory agencies including the Board of Pharmacy, the Board of Health Professions, and Department of Agriculture.

**Peninsula SPCA, (06/2007 – 10/2008)**

*Newport News, VA*

***Director of Shelter Medicine***

- . Collaborated with Board of Directors to open the first on-site veterinary clinic at the Peninsula SPCA, enabling spay and neuter of animals prior to adoption.
- . Trained animal care staff to recognize signs of disease in shelter populations and created a reporting system to allow for daily examination and isolation of sick animals.
- . Trained in Assess-a-Pet behavioral assessment. Instituted behavioral assessment program for all shelter animals prior to adoption.

**Indianapolis Humane Society, (02/2007)**

*Indianapolis, IN*

***Extern***

- Performed daily spay/neuters and physical examinations of shelter animals. Performed additional procedures such as basic dental cleaning, mass removal and laceration repair.

**Best Friends Animal Society, (10/2006)**

*Kanab, UT*

***Extern***

- Performed spay/neuter (~50 surgeries) of sanctuary animals as well as cats in the feral cat program. Performed other surgical procedures such as bite wound repair, mass removal, and enucleation. Assisted with additional procedures such as cystotomy, intestinal resection/anastomosis and lateral suture. Received, evaluated, and gave initial assessment of daily medicine cases including diagnostic and treatment recommendations.

**PAWS (People for Animal Welfare on St. Kitts), (2004)**

*St. Kitts, WI*

***Medical Coordinator***

- Arranged medical care for animals in the foster care program. Duties included being on call for medical emergencies, arranging for spay, neuter and vaccination of foster animals and distributing heartworm, flea and tick preventatives to foster parents.

**West Jersey Volunteers for Animals, (2000-2004)**

*Pennsauken, NJ*

***Volunteer***

- Duties were varied and included socializing shelter animals, screening prospective adopters and trying to match them with a suitable animal, taking animals to local veterinarians if needed, and arranging spay and neuter days for shelter animals. Showed animals for adoption at local pet stores.

**The Philadelphia Zoo, (06/2000 – 08/2000)**

*Philadelphia, PA*

***Intern***

- Rotated through several different departments including Primate House, Parrot Paradise, Lemur Trail, and Youth Education. Responsibilities consisted of educating the public on conservation, as well as how the animals were housed and maintained at the zoo. The Youth Education rotation allowed for direct handling of reptiles and small mammals/exotics which were used for daily hands-on demonstrations

**Veterinary Hospital of University of Pennsylvania, (2000)**

*Philadelphia, PA*

***Emergency Room Volunteer***

- Responsibilities included animal restraint, stocking supplies, delivering blood to the laboratory, and disposal of deceased animals.

## REFERENCES

Susanne Kogut,  
VP Petco and Executive Director, The Petco Foundation  
(210) 201-9397  
[Susanne.kogut@petco.com](mailto:Susanne.kogut@petco.com)

Jennifer Hall  
Director of Operations  
All Things Pawssible  
(434) 249-9579

Heather Sullivan  
Assistant Director of Operations  
Charlottesville-Albemarle SPCA  
(434) 960-2046

**Sarah Sari** New Market, VA 22844 | 540-437-1980 | s.sari@anicira.org

### **Professional Summary**

Results oriented operations officer with over 10 years of experience in organizational functions and managing innovative programs for local communities. Proven ability to provide team management, strategic planning, budget management, project management, and program improvement. Demonstrates leadership, effectual communication, and provides solutions geared for organizational efficiency.

### **Employment**

#### ***Anicira Veterinary Center***

**Chief Operating Officer**

**Operations Manager**

**Asst. to Executive Director**

**Manassas & Harrisonburg, VA**

**January 2015-Present**

**September 2012-December 2014**

**September 2009-July 2011**

- Provides day-to-day leadership for non-profit veterinary hospitals. Supervises team of 40+ employees in two locations.
- Spearheads development, communication, and implementation of effective growth strategies and processes. Achieves operational objectives by collaborating with the management team to build operational infrastructure, preparing and completing action plans, resolving problems, and implementing strategic plans.
- Manages goal setting process and oversees \$3 million budget. Forecasts expenses and gross revenues. Oversees inventory management program and vendor relationships.
- Develops and fosters community relations strategy. Oversees communication and media relations including website management, marketing efforts, and community events.
- Manages human resource functions such as scheduling, conflict management, staff contracts, recruiting, orientation and training, and mentoring staff to evolve career opportunities.
- Implements innovative programs to expand the reach of services to at-risk populations of animals and to underserved and underemployed community populations.
- Successfully applied for and awarded grants for subsidiary funding from local and national organizations.
- Ensures adherence to best practices for veterinary hospital operations and compliance of all hospital policies and procedures and relevant state, federal and local laws including OSHA safety regulations and conditions set forth by the VA Board of Veterinary Medicine, DEA and FDA.

#### ***Advanced Animal Care***

**Veterinary Technician**

**Mount Pleasant, SC**

**October 2007-August 2009; July 2011-August 2012**

- Skillfully facilitated and supported veterinarians to guarantee efficient clinical operations and to provide superior medical care and client service in a small animal hospital.
- Served as liaison between the client and the DVM, providing client education to ensure understanding and compliance.
- Worked cooperatively with medical team in order to most valuably contribute to a proficient, well-organized hospital.

- Created and implemented organizational processes to increase efficiency among staff to include surgical prep and aseptic technique protocols.
- Technical skills include basic radiology, surgical patient prep and assist, anesthetic monitoring, performing routine dentistry procedures, venipuncture and catheter placement, administering vaccines and medications, aseptic techniques, laboratory testing, and other clinical duties.

***Charlottesville-Albemarle SPCA***

**Charlottesville, VA**

**Front Desk Manager, Adoptions and Admissions**

**2007**

**Adoption Counseling and Reception Trainer/ Asst. Foster Care Coordinator**

**2005-2006**

- Effectively developed and maintained operational processes of the front desk of a nationally recognized no-kill animal shelter.
- Managed client relations training for all front desk staff and accountable for superior client care and experience.
- Implemented creative community outreach strategies and marketing tactics to grow and sustain programs, maximize program success, and to fortify community relations.
- Managed the care of up to 500 animals in need of foster homes. Coordinated scheduling and logistics, animal treatment plans, and training sessions for 250+ volunteers.
- Supervised the training of the front desk team in detail-oriented operations and client services. Accountable for employee comprehension of shelter protocols and processes.
- Strengthened communication processes with the public, law officers, partners and staff to support progressive sheltering programs.

**Education**

***BS in Sociology, College of Charleston, Charleston SC, 2000-2004***

Distinguished Faculty Honor, Alpha Kappa Delta International Sociology Honor Society, The National Society of Collegiate Scholars