

# Guidelines and Steps to Becoming a PET Affiliate

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## *The Process of Becoming an Affiliate of Personal Energy Transportation International, Inc.*

The purpose of this document is to provide guidance in the process of becoming an Affiliate of Personal Energy Transportation International, Inc. (PET International, Inc., PI, or PET-I).

By completing the process and becoming an Affiliate, you are joining an ecumenical Christian community that is committed to the PET Mission, Organizational Responsibilities and Operational Principles.

Section 3 of this document concentrates on the steps and activities that will be required to successfully complete the processes required by the PET-I covenant agreement.

Section 4 focuses on optional activities that you will go through to successfully operate and grow your affiliate. These are not requirements but suggested activities that need to be reviewed periodically as your organization grows within the PET-I family.

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## 1.0 Mission

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**The PET® Mobility Project seeks to reflect the love of God by bringing the gift of mobility and dignity to those in developing countries who are unable to walk.**

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PET donors and volunteers work in partnership with God to provide personal energy mobility for those in need and with few resources in developing areas of the world. As directed by our Lord: “As you have done it unto the least of these you have done it to me.”

## 2.0 PET International Covenants with PET Affiliates

PET-I is the central focal point for the entire PET Affiliation. In that role, PET-I covenants to:

1. Serve as a point of contact for those seeking information about PET.
2. Coordinate workshops for the Annual Meeting for updating PET Affiliates and receiving input from each Affiliate to learn more of the needs of the Affiliates.
3. Establish, update and distribute, as appropriate, Manufacturing Design Specifications for Quality Control as approved by the Design and Standardization Committee.
4. Provide promotional materials for the dissemination of the PET message until an affiliate is capable of developing their own focused materials.
5. Provide assistance in the implementation of a web page for the promotion of the local affiliate.
6. Director of Operations will help coordinate transportation within the U.S. and with distribution partners.
7. Provide information on PET Building parts/materials if requested by a PET Affiliate.
8. Facilitate representation of PET Affiliates at national/international meetings where disability issues are the focus.
9. Assist in the establishment of new partners and relationships as appropriate.
10. Promote PET Mobility Project for the benefit of all PET Affiliates.

### 3.0 Becoming an Affiliate

It is important that everyone recognize and understand what a PET Affiliate is:

1. It is a legal entity (incorporated, recognized by and reporting to several government agencies)
2. It generates income (donations)
3. It has property (building [owned or rented], equipment, etc.)
4. It manufactures a product (PETs)
5. It has inventory (parts and finished PETs)
6. It ships products to end users (Distribution Partners and PET recipients)
7. It has employees (volunteers)
8. Its employees must be protected (insurance, procedures and safety standards)
9. It has operating expenses (utilities, insurance, postage, shipping, marketing, etc.)

A PET Affiliate is a **business** (even though it is a charity).

As you grow and your volunteer base develops, pay close attention to the skills and backgrounds of your volunteer assets. The placement of volunteer skill sets as you develop your initial organizational structure is important. For long term success, it is an important management requirement to keep this in mind as your volunteer base changes and your needs change.

A PET Affiliate is a part of another overall organization, PET International. Through a legal covenant agreement there are responsibilities and benefits for both organizations.

This document is provided to assist you in successfully becoming a recognized PET Affiliate (Section 3) and provides guideline recommendations (Section 4) for the continued growth and success of your Affiliate. Do not become discouraged, this is a process that takes time and PET International and the other established PET Affiliates (the PET Family) are here to assist you along this path.

There are all sizes of PET Affiliates. Some produce a few dozen PETs a year all the way up to some that produce well over 1000 PETs per year. Always remember that every PET Affiliate is important and every PET produced allows someone in need to get up out of the dirt. Use the rest of this guideline and get started; with God's guidance grow to the size than can best be supported by your volunteer staff and local donation base.

### 3.1 The First Steps

Before you get started, there are a few things that need to be considered:

1. Do you have a group of interested people?
2. Do you have woodworkers and welders in your midst? These are the only skill positions that will need to be filled. The major work requires skills that most people have or can be taught.
3. Do you have management skills in your midst? You are setting up a volunteer business and have requirement to:
  - a. generate revenue [communicate a need and receive donations]
  - b. purchase equipment and supplies
  - c. run a manufacturing operation

- d. ship finished products [PETs]
- e. maintain company record [accounting, files, insurance, etc.]
- 4. Do you have a shop? Many PET Affiliates have started in the garages of volunteers. However, this is not a good long term solution. At some point you will need a physical location. If you are lucky, this can be a donated space or you will have to consider renting or building a space.
- 5. What is your donation base? This can be individuals, churches, civic organization, etc.

After you have considered this and plan to move forward, you will need to complete the “Intent Agreement to become a PET Affiliate” located in Appendix A. This signed document will then be mailed to the PET International Executive Director.

Attn: Executive Director  
PET International, Inc.  
503 Nifong Blvd, #186  
Columbia MO 65201-3737

There is a check list in Appendix B that will guide you through the steps of becoming an Affiliate and must be completed. This will take time so don’t get discouraged. The information in the following sections will assist you in this process.

### **3.2 Affiliate Formation and Organization**

Each affiliate is an independent legal entity operating under the laws of the state in which the affiliate resides. There will be code requirements that will have to be met in accordance with the state along with requirements to be met with the U.S. Internal Revenue Service.

The formation of a Corporation requires (1) Articles of Incorporation and (2) the establishment of a set of Bylaws under which the corporation operates. To begin the filing for incorporation process, visit your web site for the Secretary of State of your state of residence. Go to the forms section of the web site and find the instructions and forms for filing a non-profit corporation. Follow the instructions and fill out the forms and submit them with the appropriate fees. The remaining formal steps towards creating your affiliate organization cannot be completed until you have received notification from the Secretary of State confirming the successful formation of your corporation.

Once your corporate charter has been granted by the proper state authority, the incorporators will create a Board and draft Bylaws. These should be as simple and unrestrictive as possible. The details of your normal operation can be handled with written operating procedures. An approved example of articles of incorporation “purpose” and “dissolution” clauses and bylaws is in Appendix C and include general provisions for details of the bylaws, but such may vary from state to state depending on specific state codes. The assistance of counsel is recommended for this step, and PI’s General Counsel can assist in locating help, as needed. Proper drafting of the “purpose” and “dissolution” clauses in the corporate articles is essential to the relationship between the proposed affiliate and PET International, and to the tax exempt treatment sought by the affiliate.

### **3.2.1 Articles of Incorporation: Identity, Physical Location and Registered Agent**

You will have to have a legal name. Typically this is “Personal Energy Transportation of <city or region>, Inc. d.b.a. PET-<city or region initial>”. This is the name that will be used when you file Articles of Incorporation with the state for recognition as a business entity; and in particular, as a not-for-profit corporation.

You are typically required to list an in-state registered agent and a physical location. The registered agent may be listed as the duly elected President/Chairman, or secretary/treasurer, incorporating counsel, or one of these officers. If you do not yet have a physical address you may initially use the address of the registered agent for the purpose of incorporation. This can be changed once a true physical address is established.

### **3.2.2 Bylaws – Elements: Board of Directors**

One of the first requirements of appropriate bylaws drafted and approved after incorporation is that you have a Board of Directors and elected officers. You will need to determine:

1. How many board members will you have?
2. What are the terms of the board members?
3. What officers are elected and/or appointed? The following are typical but may vary, or in some instances, be combined:
  - i. President/Chairman
  - ii. Vice President/Chairman
  - iii. Secretary
  - iv. Treasurer
4. What are the terms of the officers?
5. What conditions will result in the removal of a board member?
6. How are board members replaced if a term is not fulfilled?

The answers to these questions will be incorporated into your Bylaws, (See Appendix C for an example) as will provisions regarding the following elements.

### **3.2.3 Committees**

This is something that will vary over time as you operate and grow. Some suggested wording for this section would be: “The Board may appoint standing and ad hoc committees as needed.”

### **3.2.4 Meetings**

You will have to establish when your board will meet on a regular basis as well as provide for the calling of special meetings. In many cases, PET shops will have operational meetings that will include Board Members, foremen, partners and other interested volunteers. Your routine board meetings may coincide with these meetings, or be held separately, and if a board action is required those actions can be handled by the Board Members present if a quorum is established. Only Board members may vote on Board actions. Determining what needs Board action and what may be left to operational officers can be assisted with advice of counsel.



### **3.2.5 Voting**

You will need to identify what will constitute a quorum for the purpose of voting. What constitutes a majority vote, i.e. simple majority, two thirds of members present, etc.? Also, consider the possibility of how an electronic vote will be accomplished.

### **3.2.6 Conflict of Interest**

You will have to have a statement covering a conflict of interest and how that will be handled. The following is one recommendation:

“Any member of the board who has a financial, personal, or official interest in, or conflict (or appearance of a conflict) with any matter pending before the Board, of such nature that it prevents or may prevent that member from acting on the matter in an impartial manner, will offer to the Board to voluntarily excuse him/herself and will vacate his seat and refrain from discussion and voting on said item.”

### **3.2.7 Fiscal Policy**

You will need to establish the fiscal year for your organization, typically the calendar year.

### **3.2.8 Amendments**

You will need to set down the basic rules for amending the bylaws with regards to quorum, majority and notification requirements.

## **3.3 Tax Exemption**

In order to be a tax exempt organization, you will have to file with your state (for sales tax exemption) and with the IRS (501(c)(3) status) so you can issue tax exemption receipts to your donors. You will have to consult with the state code where you reside for the specific state requirements.

### **3.3.1 Employer Identification Number (EIN)**

Regardless of whether or not you have employees, non-profits are required to obtain a federal Employer Identification Number (EIN), which is also referred to as the federal ID number. You will need this number before taking any other steps towards tax exemption.

- This number is used to identify the organization when tax documents are filed and is used not unlike an individual's Social Security number.
- If you received your number prior to incorporation, you will need to apply for a new number under the corporate name. Use Form SS-4 when applying for your EIN. Go to <http://www.irs.gov/pub/irs-pdf/fss4.pdf> for the SS-4 for the form. The EIN can be filed for, and received, electronically.

Once your EIN number is issued, you are in the IRS system and are subject to having to file annual reporting IRS form 990.

### **3.3.2 Apply for Recognition of Tax-Exempt Public Charity Status 501(c)(3)**

You'll need to fill out either Form 1023-EZ or 1023, which is an application.

### **3.3.2.1 Form 1023-EZ**

Go to <http://www.irs.gov/pub/irs-pdf/i1023ez.pdf> and download the worksheet. Fill out the questions. If you answer no to all of the questions you may file using the 1023-EZ form.

The Form 1023-EZ can only be filed electronically by going to [www.irs.gov/form1023](http://www.irs.gov/form1023) or [www.pay.gov](http://www.pay.gov) (enter the term “Form 1023-EZ” in the search box). The IRS will not accept printed copy submissions of the application.

### **3.3.2.2 Form 1023**

Publication 557 (which can be downloaded at <http://www.irs.gov/pub/irs-pdf/p557.pdf> ) will provide detailed instructions for filling out the 1023 if that is the form you need to file.

An interactive version of the 1023 form can be downloaded from the following site:  
<http://www.stayexempt.irs.gov/StartingOut/InteractiveForm1023Application.aspx>

**Warning:** File your 1023 within 27 months of the date when your organization was established, or when your Articles of Incorporation were filed. Although the IRS may approve an additional extension under certain circumstances, missing the deadline may result in your affiliate not getting 501(c)(3) recognition retroactive to its incorporation date.

### **3.3.3 File for State and Local Tax Exemption**

In accordance with state, county and municipal law, you may apply for exemption from income, sales and property taxes. Contact your state Department of Revenue, your county or municipal Department of Revenue, local Departments of Revenue and your county or municipal clerk’s offices for information on how to apply for exemption in your state or municipality. Be aware also that some localities require a business license to operate a business or solicit funds within their boundaries.

It is easier to do this up front rather than waiting until you receive a tax bill from one of the local authorities. In that case you will have to pay the taxes as billed and wait for a refund after you have completed the paperwork for tax exemption.

## **3.4 Insurance**

It would be nice to simply believe everything will be okay in your affiliate’s day to day operations, and that nothing bad will happen creating potential liability. But, we live in an imperfect world and as stewards of our own little parts of God’s world, we have to consider reality. The following are the different types of liability or insurance coverage that you need to consider. The General Liability and the Directors & Officers coverage are required to fulfill your covenant requirements. The Property and Volunteer Accidental Medical are optional at the beginning (and may be somewhat expensive as you are starting up) but you should consider it as your affiliate grows.

A number of Affiliates use Frates Insurance out of Oklahoma. They are licensed to write policies in all 50 states and are very pro-active in supporting PET. In the packet accompanying this document is a simple form that you can use to contact them for information and quotes.

### **3.4.1 General Liability**

General liability protects your affiliate if someone takes legal action against you. If you are leasing a work space, your lease agreement will require that you have general liability. Typically you have to have a certificate issued listing the landlord as an additional insured on the policy.

As you grow, you may want to consider adding Hired and Non-owned Auto. This protects your affiliate from automobile liability claims arising from PET affiliate related transportation related events, even if your volunteers have personal auto policies.

### **3.4.2 Directors & Officers**

Your directors and officers are assuming a significant amount of responsibility and liability by serving on your board. D & O coverage protects them from potential lawsuits in connection with their affiliate related duties.

### **3.4.3 Property**

Property coverage protects your real estate and business personal property in case of damage or loss. If you do not own your building, this may not be necessary. Most of your business personal property may be donated or be of a low enough value that you can replace it if something happens. However, if you have to replace or repair a building that is damaged by fire or natural disaster, or significant equipment, tools, or inventory, that may be a different story.

### **3.4.4 Volunteer Accidental Medical**

Volunteer Accidental Medical protects your volunteers from unforeseen medical expenses should they get hurt during their volunteer work. This includes in your shop or if they are hurt loading or unloading a PET used in a presentation to a civic, religious or fundraising group or event.

However, Volunteer Accidental Medical insurance is secondary coverage. Your volunteer's personal medical insurance is always their primary coverage. For that reason, you should always have everyone that works at your shop sign a medical release form. These forms are only good for one year to encourage constant review and renewal so you will have to have them renewed periodically. The easiest way to do this is at the beginning of the year have everyone that works in the shop sign a new form. These forms should be kept together in your shop office (i.e. always on premises). You will need to have two forms, one for adults (over 18) and one for youth (under 18). The primary difference is that the youth form has to be signed by a parent or guardian. Appendix F has examples of medical release forms that can be modified for you Affiliate needs.

## **3.5 Training**

Before you begin shop operations, you and some of your key personnel should visit an existing PET shop that is relatively close to you. You will be able to see how they are set up and how they operate. You will also get to hear some of their experiences of things to avoid.

Then you should make arrangements for **at least two people** to go to one of the two official training shops to receive formal training. The intention is to train the trainers who return to your shop and are responsible for

training your volunteers. This is a requirement before you can be approved as an official affiliate. You should make contact with one of the training coordinators and arrange for a time for your training.

PET-FL Penney Farms  
P.O. Box 919  
Penney Farms, FL 32079  
904-284-5495  
[www.PETFlorida.org](http://www.PETFlorida.org)  
[PETProject@PETFlorida.org](mailto:PETProject@PETFlorida.org)

PET KS-Moundridge  
320 West Ruth Street  
Moundridge, KS 67107  
[www.PETKansas.org](http://www.PETKansas.org)  
[petkansas@hotmail.com](mailto:petkansas@hotmail.com)

### **3.6 Financial Responsibility**

Your board of directors will be assuming fiduciary responsibility for the running of your organization. In addition there will be annual reporting and filing responsibilities, i.e. corporate good standing reports, IRS form 990. Also when you try to obtain grants from other organizations and foundations, financial fiduciary responsibility is required.

#### **3.6.1 A Certified Public Accountant (CPA) is Helpful**

Be sure and look for an accountant who has experience with charitable organizations. Someone who has never worked with a 501(c)(3) may not have the experience to handle the nuances of the process.

Hopefully you can find someone who has a passion for PET and is willing to provide their services as their donation of time or at a reduced rate. If you do find someone like this, you might want to ask them to be a non-voting Advisory Board member. This allows them to be intimately involved while at the same time mitigates any conflict of interest.

If you choose to go with a firm, try to find one that is willing to work with your affiliate on a pro-bono basis or at a greatly reduced rate.

#### **3.6.2 Develop a Record-Keeping System**

Legally, you must save all Board documents including minutes and financial statements.

- You'll have to preserve your important corporate documents, including board meeting minutes, bylaws, Articles of Incorporation, EIN number, other state tax exemption documents, financial reports and other official records.
- You should contact your appropriate state agency for more information on what records you are required to keep in the official files.

### **3.6.3 Develop an Accounting System in Partnership with Your CPA.**

Non-profits are accountable to the public, their funders (contributors), and, in some instances, government charter granting and taxing bodies.

You have to establish a system of controls (checks and balances) for your affiliate's accounting practices. You should invest in an accounting software package that will meet your current and your anticipated future needs. As a starting point, Appendix D lists a potential set of accounts that can be used as a guideline.

Some accounting packages have the capability of handling inventory control. When you purchase supplies they are placed into your parts inventory and when you ship a PET (in most cases handled as a product sale), the appropriate parts quantities are removed from your inventory.

You might also consider setting up your accounting system so that as you add donors, they will have an individual account set up. Even though you will (and should) send them thank you notes when they make donations throughout the year, your accounting system will be able to generate a donation summary for each donor at the end of the year.

### **3.6.4 Bank Accounts**

You will need to open a bank account(s). You will definitely have to have a checking account. You may want to also open a savings account that can be used for Large Capital Expenditures. Large Capital Expenditures may include money to construct a shop, purchase a fork lift, purchase major shop tools, etc.

You will need to specify who has control of these accounts. The ultimate responsibility will reside with the Board Treasurer and the President/Chairman (in an oversight role). You may want to consider having Assistant Treasurers. For example, one person is responsible for handling all funds coming into the affiliate, keeping a log of income and making deposits to the various bank accounts. Copies of the logs and deposits are given to the Board Treasurer for recording in the accounting system. Another person may be responsible for the disbursement of funds, i.e. writing checks. You will need to have more than one person that can sign a check. You may want to require two signatures for significant sized checks, and to define where this line is. It is not good practice for your treasurer to write a check to themselves. Someone should regularly and frequently monitor your bank accounts and on-line and paper statements; monthly is not enough.

You may also consider having one individual responsible for purchasing supplies (purchasing agent) and setting up a purchase order system. As you are getting started you will probably have to operate on a cash or COD basis but putting a system in place will help you in the future in setting up accounts with new vendors as your needs change over the years.

You will also need to establish some guidelines regarding purchasing practices. (The following are considered as guidelines, not requirements.)

1. Small individual purchases: These are spontaneous purchases that will be made by individuals to meet day to day needs. A method of reporting these individual purchases to the treasurer for reimbursement will have to be put in place.
2. Small equipment purchases: Establish a purchase limit that can be approved by the purchasing agent. In some cases these may be purchased by the purchasing agent or they may be purchased

by a volunteer with specific knowledge. In either case, the reimbursement policy should be followed.

3. Intermediate purchases: Establish a purchase limit that can be approved by the Board President/Chairman for larger items. In many cases these may be purchased by the purchasing agent or they may be purchased by a volunteer with specific knowledge. In either case, the reimbursement policy should be followed.
4. Large purchases: Large purchases will need to be brought before the Board of Directors and be approved.
5. Exceptions to 4 above: The Board of Directors may decide to exempt certain routine large purchases from the above approval process. Examples are: purchasing steel to build 100 PETs, purchasing tires for 100 PETs, purchasing front forks for 100 PETs, etc. Any exceptions should be voted on and approved and recorded in Board Meeting Minutes and the Affiliate Operating Procedures.

### **3.6.5 Accounting Basis**

The Board of Directors, at the recommendation of your CPA or financial advisor, will decide whether to use the accrual or cash method of accounting. The difference between the two types of accounting is when revenues and expenses are recorded.

1. In cash basis accounting, revenues are recorded when cash is actually received and expenses are recorded when they are actually paid (no matter when they were actually invoiced).
2. In accrual basis accounting, income is reported in the fiscal period it is earned, regardless of when it is received, and expenses are deducted in the fiscal period they are incurred, whether they are paid or not.

### **3.6.6 Develop a Budget**

Creating a budget is often one of your more challenging tasks when setting up your affiliate. A budget is the expression, in financial terms, of the plan of operation designed to achieve the objectives of your affiliate. Initially, it will be no more than taking the financial basis that has been developed historically by all of the other combined PET Affiliates. A PET costs approximately \$300 to build and ship to a U.S. port of debarkation. International distribution costs vary depending on modes of transport and distribution partnerships. You will then decide how many PETs you want to build and with that you can start developing a plan to solicit the donations you will need to meet that goal.

Over time you will develop your own historical knowledge and become more detailed in your estimating. You will be able to set goals and develop campaigns to meet those goals.

## **3.7 Covenant Agreement**

After you have completed all of the required portions of the U.S. PET Affiliate check list and as many of the optional portions as possible, you will execute the Covenant Agreement found in Appendix G. Fill out and sign this agreement and send it along with a copy of your completed Check List to:

Attn: Executive Director  
PET International, Inc.

Your request for affiliation will be brought up and voted on at the next scheduled PET International Board Meeting. You will be notified of your status following that meeting.

## **4.0 Operating and Growing Your Affiliate**

You will need to set up some procedures for operating your affiliate. This will include:

1. Shop personnel
2. Training
3. Getting approval of finished work product

The next step is to begin to grow your affiliate. This is done by increasing your volunteer base, increasing your donor base and raising funds to build and ship PETs.

Another part of growing your affiliate is building relationships. This will include local partnerships like Parts building Partners and Fundraising Partners. You will also need to try and develop relationships with distribution partners that can facilitate the final distribution of your PETs. PET International exists for purposes of assisting affiliates in the international distribution effort.

### **4.1 Operating Your Affiliate**

#### **4.1.1 Shop Personnel & Training**

Your people that receive formal training will come back and train your other volunteers. You will need to identify people who will be acting as shop shift supervisors/foremen. These individuals will be taking on the responsibility of making sure that everyone that is volunteering is trained for the tasks they are performing and are doing it safely and effectively.

You will also need to have an individual that keeps track of your supplies and tools. They will either be, or will work closely with, the selected shop purchasing agent.

#### **4.1.2 Getting Approval of Final Work Product**

After you have been operating and building PETs, you will need to contact the PET-I Executive Director and arrange to have a PET-I representative come to your shop and review your procedures and your finished work product. This is a requirement before you ship your first PETs and also for getting final approval to become an official Affiliate. This is a requirement before you ship your first PETs and also for getting final approval to become an official Affiliate. (redundant)

### **4.2 Continuing Operation**

All PET Affiliates operate under certain continuing guidelines.

- 1 PETs are built with the expectation that they will be distributed to recipients **free of charge**.
- 2 Affiliates use volunteers in the production of PETs.

- 3 Affiliates share ideas for new designs and development of the PET vehicle.
- 4 PET vehicles are built to approved design standards.

#### **4.2.1 Design Standardization**

It is also very important that all PETs are uniform and their respective parts interchangeable. With that in mind, all affiliates agree to work off a common set of manufacturing prints controlled by the Design and Standardization Committee. You agree that even if you have a new better idea, you will pass the idea to the committee and continue building by the standard prints until a design change is made and all of the affiliates have made the change. In certain cases, not abiding by this guideline may result in the loss of affiliate status.

#### **4.2.2 Interaction with the PET Organization**

Each year the PET International Annual gatherings will be held hosted by one of the PET Affiliates. This is a good opportunity for sharing and training. Also, this is a perfect opportunity to meet and get to know others in the PET family on a face-to-face basis. These gatherings are usually held in late September with notices and registration form sent out in the spring. We recommend that as many of your affiliate members as can do so should attend.

You should set up lines of communication with PET INTERNATIONAL and other PET Affiliates. The Annual gathering is a good place to start this. Also, a listing of all affiliates with contact information can be found at <http://petinternational.org/affiliates/>. The individual listed as your site contact will periodically receive an updated contact list from the PET International secretary with information about how to reach board members, advisory board members, committee members, primary contacts at affiliates, and primary contacts at sites in the process of becoming affiliates.

Be willing to share your volunteer expertise and opportunities with other PET Affiliates and PET INTERNATIONAL. Periodically an affiliate will develop a special skill or in some cases negotiate special pricing for the purchase of specific parts for the PET. Many times when shipping a container (~175 PETs) a number of affiliates will work together to fulfill the commitment. This involves getting your PETs to another affiliate site or receiving PETs from other affiliates if you are handling the shipping. The PET-I Director of Operations will assist in coordination of these efforts.

When you do ship PETs, either to an end-distribution partner or to another affiliate to be included in a combined shipment, communicate this information to the PET-I Director of Operations. This information is tracked and posted on the PET-I web site for everyone who has an interest to see. Also, each quarter the PET-I Director of Operations will send your primary contact a quarterly production report form (see Appendix E). Fill out the form and return it as quickly as possible. It is critical to keep up with this information, to not only assist PI in its distribution efforts, but also because you will need to report this information when you fill out your Form 990 to file with the IRS each year.

### **4.3 Growing and Promoting Your Affiliate**

#### **4.3.1 Capture Donor Information**

As you gain volunteers, you will capture personal information. Use this to start a volunteer/donor database. When you participate in activities (fundraisers, presentations etc.) capture as many names, addresses and



emails as possible. Put these names into your volunteer/donor database. Grow this database whenever possible. This will be your main basis for supporting the growth of your affiliate

### **4.3.2 Newsletters**

Even with the prominence of Web sites, social media and other Internet-based vehicles, traditional newsletters are usually very effective in communicating with volunteers, donors and others interested in PET. Typically, newsletters are created with desktop software that produces an Adobe PDF (portable document format) file. The PDF file can then be used to print paper copies; to email to people that would like to receive by email, and to place on the Web site for people and search engines that visit the site.

### **4.3.3 Web Site**

Often the best general introduction to PET and a PET Affiliate will be a Web site. PET International maintains two sites, <http://PETInternational.org/> for general purposes and <https://petinternet.wordpress.com/> for internal use materials. Both of these sites are based on the popular WordPress system which is used by more than 20% of Web sites world-wide. Affiliates are strongly encouraged to use WordPress for their sites for effectiveness, convenience and visual compatibility with other PET sites. PET International has a list of volunteers who are willing to essentially perform all of the work in setting up a Web site for a new Affiliate. The cost for a Web site is very low, typically \$18/year at this writing. For those Affiliates that want to do the work themselves, see <https://petinternet.wordpress.com/documents/> and <https://petinternet.wordpress.com/site-inventory/>.

Other web development tools are certainly available. If you have experience with another tool and wish to use it, try to emulate the general format used by PET-I and the other PET affiliates.

### **4.3.4 Social Media**

So called “social media” have become ubiquitous, especially with younger persons. For an Affiliate, the ones of most importance are Facebook and Twitter. Appropriate controls should be exercised by affiliates as to published postings as to content and format. Loss of tax exempt status (and/or affiliation with PI) is possible for inappropriate activities which are beyond the purposes of a charitable not-for-profit organization. If in doubt, consult with your affiliate’s counsel, or with PI’s General Counsel.

#### **4.3.4.1 Facebook**

PET International maintains a Facebook presence at <http://www.facebook.com/pages/GiftofMobility/107847812576423>. It is suggested that each Affiliate find a volunteer with Facebook experience and establish a business-oriented Facebook presence. The current sign-up link is at [https://www.facebook.com/pages/create/?ref\\_type=registration\\_form](https://www.facebook.com/pages/create/?ref_type=registration_form).

#### **4.3.4.2 Twitter**

PET International maintains a Twitter presence at <http://twitter.com/GiftofMobility>. It is suggested that each Affiliate find a volunteer with Twitter experience, likely the same person as for Facebook, and establish a Twitter account at <https://twitter.com/>. Twitter is typically simpler to work with than Facebook, and thus may be an easier place to start, but will reach a somewhat different audience than Facebook.

### **4.3.5 Presentations**

When you and your associates have opportunities to present PET to different people and organizations, it is good to have a common message to communicate. You can certainly develop your own presentations using software tools like Microsoft PowerPoint, but usually this takes time as your affiliate grows.

PET-I and the other PET affiliates already have collateral materials that can be used and modified to initially meet your needs. Also PET-I has videos that can be used for presentations and to go on your web-site.

Another important part of any presentation is to leave something with the audience you are presenting to. PET-I has general purpose brochures that you can obtain for this purpose initially. You can use these as long as you wish, but feel free to develop your own brochures as you grow. As with social media (noted in 4.3.4, above), remember your affiliate's activities must meet standard not-for-profit guidelines for content, and problems exist for straying outside them.

## **4.4 Forming Partnerships**

One of the main ways to grow your affiliate is through various partnerships. These may include Parts Builders and fundraising/support organizations.

### **4.4.1 Parts Builders**

In some instances, you may find individuals or groups that wish to help you by building and delivering a specific part(s) to your shop. A wood working club that wants to deliver bodies, a community college that wants their welding shop to construct welded assemblies (as class labs), etc. Encourage these types of relationships.

Some of these partners will receive raw materials from you and return finished products. Other partners may wish to raise their own donations, buy materials and deliver finished products. In either case you will need to establish expectations; what your affiliate will provide to the partner and what the partner will provide to the affiliate.

You will be responsible for providing drawings to the partner as needed. It is also your responsibility to insure that when updates are released by the Design & Standards Committee (D&S) and approved by the PET-I Board, that those updated drawings are sent to the partner.

When the finished products are returned from the partner, you will insure that the quality meets PET-I D&S standards.

Some partners may wish to raise their own donations to support their efforts. They will have two choices: 1) they become their own 501(c)(3), or 2) you allow them to use your exemption.

If they are a 501(c)(3) exempt entity, you are accepting donations from another charitable organization, which is totally legal. You should have a covenant agreement in place that specifically spells out the responsibilities and expectations of both organizations. In this case they will have full responsibility for reporting their fundraising to the IRS.

If you allow them to use your exempt status, you are responsible for insuring that they obey IRS regulations. Your covenant agreement not only will spell out the responsibilities and expectations of both organizations,

but will also describe the financial responsibilities explicitly. They have to keep records, send out donor receipts and most importantly, supply you with a year-end closing reconciliation that you can incorporate into the form 990 that your affiliate files with the IRS.

Appendix H contains a sample covenant agreement that can be used as a starting point. Utilize the expertise of a lawyer that is a volunteer with your organization or seek legal counsel with someone in your church or other group you are familiar with. It is best to use someone locally who understands the laws of your state but you may also consult with PI's General Counsel for help with this issue.

#### **4.4.2 Fundraisers**

We all understand that in order for PET to operate, there must be a revenue stream of donations. These can come from individuals, fundraising events, organizations, foundation, grants, etc. It is estimated that every PET will require in the range of \$300 for purchasing the materials to build the PET and then delivering that PET to some US port of debarkation.

##### **4.4.2.1 Individual Donors**

Tell the PET story as often as you can to as many people as you can. This story touches the hearts of many and the result is individual donations to your affiliate.

In some cases, individuals will work for companies that will match their charitable donations. This typically requires the filling out of a form and providing verification that your affiliate is a valid charitable organization. Always be prompt in responding to these requests because the individuals may have co-workers that they talk to and help spread your story.

##### **4.4.2.2 Fundraising Events**

You may want to consider fundraising events. Sell barbeque, fruit, etc. and use the profits of the event as revenue to your affiliate. Have fundraising dinners, again where profits become revenue.

Explore your area and try to identify fundraising organizations that promote regional philanthropy and become a member of the organization and participate in the local events. Do your research and make sure the organization is well founded (it is a 501(c)(3)) and has a good track record. Speak with other members of the organization and determine their typical success rate. This is important because the promoting organization will retain some percentage of the donations to cover their operating cost. Make sure that your donors will get credit for the entire amount they donate; the portion that ultimately comes to you and the portion that is retained by the promoting organization. Insure that the promoting organization will send out receipts to your donors. After an event, even though you are not responsible for sending out receipts, send out personal thank-you notes expressing your appreciation. **Make sure** that you get the contact information for your donors from the promoter to add the individuals to your donor database so you can send them newsletters and future information about your affiliate activities.

##### **4.4.2.3 Religious Organizations**

Religious organizations are wonderful sources of revenue. Take every opportunity to make presentations at churches and with church affiliated groups. Sometimes the churches will collect the individual donations and give your affiliate a single check. Be sure and send a thank-you to the church, but if possible get the

donor information from the church so that you can also send thank-you notes to the individuals. Add the church and the individuals to your donor database.

Some church denominations have special mechanisms for churches to make donations through a central clearing office. Try to identify these and go through the steps to get on the accepted donor list.

### **The United Methodist Church:**

The United Methodist Church has been very involved in the PET effort since its inception. Other denominations can be involved in local affiliate efforts. The following is helpful as an example of how connectional ministry can be of assistance to a local PET affiliate. The United Methodist Church is divided up into conferences. Each conference has a program to encourage every local church to grow in mission outreach every year by choosing to participate in every phase of United Methodist mission. These official programs are for voluntary, designated, second-mile giving (“the Advance”) over and above apportionment giving. Local churches – as well as individuals and families – may choose to support particular, approved mission programs or mission personnel with their financial gifts.

Identify the Methodist Conference you are in and go to their web-site and download the application form to get approved as an Advance Project and receive an ‘Advance Special’ number that Methodist churches and members can use to direct donations to your affiliate.

#### ***4.4.2.4 Civic Organizations***

As you begin and grow your affiliate, you will find volunteers that are also members of organizations like Rotary International, Lions Club International, Kiwanis International, etc. These are all recognized charitable organizations that are sources for donations and volunteers. In many cases, there are opportunities for local club donations along with potential grant availability.

Take every opportunity to get on the program of these organizations to present the PET story.

#### ***4.4.2.5 Foundations***

Charitable foundations exist throughout the U.S. and around the world doing charitable work and funding aid to the poor and sick. PET International is in the process of creating a collaborative PET Mobility Project Foundation, Inc., which will seek to work with these entities towards a common goal: providing mobility to those in need (see Mission Statement, 1.0 above).

#### ***4.4.2.6 Grants***

An invaluable resource to local affiliates exists in seeking grants from local entities that support philanthropic/charitable causes. Recruiting volunteers with grant writing skills and making contacts with such grant providing entities is part of the work of local affiliates and PET International.

## **4.5 Promoting Your Affiliate**

### **4.5.1 GuideStar Approval**

GuideStar (<http://www.guidestar.org/>) is an important web resource to provide potential donors with assurance of the general status of non-profit organizations. Each Affiliate should establish a GuideStar

account and link to the Affiliate account from the Web site. The PET International report is at <http://www.guidestar.org/organizations/86-1128278/pet-international.aspx>.

#### **4.5.2 Amazon Smile**

AmazonSmile is a simple and automatic way for your supporters to support your affiliate every time they shop. When an individual shops at smile.amazon.com, Amazon will donate a portion of the purchase price (.05%) to your affiliate.

You will receive a check quarterly from the Amazon Smile Foundation based upon purchases made by individuals that have chosen your affiliate as their selected charity. One requirement to register is that you will already have to be registered with GuideStar (see above).

To register, go to [https://org.amazon.com/ref=smi\\_ge\\_uuas\\_org\\_org](https://org.amazon.com/ref=smi_ge_uuas_org_org) and follow the instructions.

## Appendix A

### Intent Agreement to be a PET Affiliate

Having read the Guidelines and Steps to Becoming a PET Affiliate we hereby commit ourselves to complete all requirements towards that goal.

Name of PET Site: \_\_\_\_\_

Name and Title of Volunteer Contact: \_\_\_\_\_  
Name Title

Signature of Volunteer Contact: \_\_\_\_\_

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

Return this signed agreement to:

Attn: Executive Director  
PET International, Inc.  
503 Nifong Blvd, #186  
Columbia MO 65201-3737

---

## Appendix B

### U.S. PET AFFILIATE CHECK LIST

Name of Affiliate: \_\_\_\_\_ Date Began: \_\_\_\_\_

Mailing Address: \_\_\_\_\_  
(address, city, state, zip)

Site Address: \_\_\_\_\_  
(address, city, state, zip)

Phone: \_\_\_\_\_ FAX: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Contact Volunteer: \_\_\_\_\_ Contact Address: \_\_\_\_\_

Phone: \_\_\_\_\_ FAX: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Task	Have Completed	Expected Date	Need Assistance
<b>Legal Responsibility (*) all to be completed</b>			
Articles of Incorporation (State Regulations) *			
By-Laws (State/Local) *			
EIN – Employer Identification Number *			
Board of Directors/Trustees *			
501(c)(3) Status – Form 1023-EZ (Federal Non-Profit Status) *			
File for state sales tax exemption and to accept Charitable contributions *			
<b>Financial Responsibilities (*) all to be completed</b>			
Do you have funding for basic/start-up operation of site *			
Include in Budget contribution to PET International Suggestion: Donation of \$5 per completed PET			
Determine your Audit procedure			
Do you have accounting Software			
Have you registered with GuideStar			
Have you registered with Amazon Smile			
<b>Communication</b>			
Do you have a web site			
Do you have collateral materials			
<b>Training (2 days) and Work Process Approval (*) all to be completed</b>			
Trained at PET-FL Penney Farms or PET-KS Moundridge (circle one)*			
Your completed work product has been inspected by PET-I representative* Name of inspecting representative:			
<b>Affiliate Relationship to PET International</b>			
Attend Annual Meeting for updates and input			
<b>Insurance</b>			
General Property/Liability*			
Directors & Officers*			
Medical			
<b>Do you already have a site?</b>			
<b>Are you in need of equipment or tools?</b>			

So we know where you are in the process, return this form periodically (6 mo.) to:

Attn: Executive Director  
 PET International, Inc.  
 503 Nifong Blvd, #186  
 Columbia MO 65201-3737

## **Appendix C**

### **By-Laws Outline**

- I. Name
- II. Board of Directors
- III. Officers
- IV. Committees
- V. Meetings
- VI. Voting
- VII. Conflict of Interest
- VIII. Fiscal Policies
- IX. Amendments
- X. Dissolution of Assets



## **Appendix D**

### **Accounting Structure**

## Appendix E

PET Affiliate \_\_\_\_\_

### Production and Distribution Report

Please return this document via e-mail to: driggsv@petinternational.org

Thank you for doing your part to help PET International keep accurate records.

1. Number of PET's produced this past quarter \_\_\_\_\_
2. Number of finished PET's currently on hand at your location. \_\_\_\_\_
3. Number of PET's shipped or given to distribution partners. \_\_\_\_\_
4. Number of volunteers serving through your affiliate. \_\_\_\_\_
5. Combined volunteer hours served at your affiliate. \_\_\_\_\_
6. Please list the following information for the persons or organizations with whom you have entrusted your PET's.

Organization name or Individual \_\_\_\_\_

Telephone Number \_\_\_\_\_

E-mail address \_\_\_\_\_

Mailing address \_\_\_\_\_

The location in the U.S. where you delivered the PETs (if not picked up at your shop)

\_\_\_\_\_

To which country are the PETs destined \_\_\_\_\_

Organization name or Individual \_\_\_\_\_

Telephone Number \_\_\_\_\_

E-mail address \_\_\_\_\_

Mailing address \_\_\_\_\_

The location in the U.S. where you delivered the PETs (if not picked up at your shop)

\_\_\_\_\_

To which country are the PETs destined \_\_\_\_\_

## Appendix F

**= YEAR =**

Personal Energy Transportation of <City or Region>  
(PET-<City or Region>)

### Adult Medical Information & Liability Release Form

Volunteer Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone #: \_\_\_\_\_ Birthdate: \_\_\_\_\_

Email Address: \_\_\_\_\_

In case of emergency contact:

Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Relationship: \_\_\_\_\_

Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Relationship: \_\_\_\_\_

Family Physician: Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Hospital Preference: \_\_\_\_\_

Medical Issues:

Please list any allergies / medical issues, including those requiring maintenance medication (i.e.diabetic, asthma, seizure disorder). For medication, please include name, diagnosis, dosage, and frequency of dosage.

(The purpose of the above listed information is to ensure that medical personnel have the details of any medical concerns, which may interfere with or alter treatment)

Liability Release Statement:

I have my own medical insurance and do not hold Personal Energy Transportation of <city or region> (PET <city or region>) responsible for any accident that may occur during my volunteer time.

Volunteer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**= YEAR =**

Personal Energy Transportation of <City or Region>  
(PET-<City or Region>)

**Youth Medical Information & Liability Release Form**

Volunteer Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone #: \_\_\_\_\_ Birthdate: \_\_\_\_\_

Email Address: \_\_\_\_\_

In case of emergency contact:

Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Relationship: \_\_\_\_\_

Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Relationship: \_\_\_\_\_

Family Physician: Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Hospital Preference: \_\_\_\_\_

Medical Issues:

Please list any allergies / medical issues, including those requiring maintenance medication (i.e.diabetic, asthma, seizure disorder). For medication, please include name, diagnosis, dosage, and frequency of dosage.

(The purpose of the above listed information is to ensure that medical personnel have the details of any medical concerns, which may interfere with or alter treatment)

Liability Release Statement:

I, or my parents, have my own medical insurance and do not hold Personal Energy Transportation of Austin (PET Austin) responsible for any accident that may occur during my volunteer time.

Guardian's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Youth Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix G

### PET Affiliate Covenant Agreement - (U.S.)

Having fulfilled all the requirements to become a full PET Affiliate as stated in the Guidelines and Steps to Becoming A PET Affiliate, which are incorporated herein by reference in this Covenant Agreement, we,

\_\_\_\_\_  
Name of Affiliate

agree to this covenant with PET INTERNATIONAL, INC. and all other PET Affiliates.

\*\*\*\*\*

\_\_\_\_\_  
Name of PET Affiliate

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of President, Board of Directors/Trustees

\_\_\_\_\_  
Signature of CEO

**Agreed to by PET INTERNATIONAL. INC.**

\_\_\_\_\_  
Signature of President, Board of Directors/Trustees

\_\_\_\_\_  
Signature of CEO

\_\_\_\_\_  
Effective Date

As a PET Affiliate you are now eligible to use the PET ® LOGO and TRADEMARK NAME with your own local designation.

## Appendix H

### PET-<CITY> PARTS-MAKER'S COVENANT

This PET-<city> Parts-Maker's Covenant (this "Covenant"), effective as of the date this Covenant is last executed on the signature page hereto, is entered into by and between PET-<city>, Inc., a <state> non-profit corporation ("PET-<city>"), and the undersigned parts-maker (the "PET Parts-Maker").

#### RECITALS

A. PET-<city> manufactures three-wheeled, off-road wheelchairs operated by hand power, referred to as Personal Energy Transportation devices ("PETs"), that are delivered at no cost to individuals in developing countries who have lost the use of their legs due to, among other things, birth defects, polio, diabetes, spinal cord injuries, landmines or war and who cannot afford or effectively use conventional wheelchairs;

B. PET-<city> seeks to demonstrate the love and teachings of Jesus Christ to all people by welcoming into affiliate partnership all who are committed to PET-<city>'s Mission Statement;

C. In order to effectively manufacture PETs, PET <city> requires assistance from volunteers such as the PET Parts-Maker for the purposes of manufacturing component parts, providing other services and fundraising; and

D. PET-<city> and the PET Parts-Maker desire to enter into this Covenant in order to affirm certain agreements and responsibilities of each party.

#### AGREEMENT

1. Agreement. PET-<city> and PET Parts-Maker do hereby agree to perform and comply at all times and in all respects with the covenants set forth herein.

2. PET Parts-Maker Covenants.

(a) *Organizational Responsibilities*. PET Parts-Maker does hereby covenant with PET-<city> to fulfill the organizational responsibilities of PET-<city>, as follows:

- (i) to seek funds for the basic operation of purchasing and assembling the component parts of PETs;
- (ii) to assume financial responsibility for shipping parts to PET-<city>;
- (iii) to develop a program for the on-going solicitation of funds;
- (iv) to maintain accurate books and records related to the fiscal accounts of PET Parts-Maker, and to provide such books and records to PET-<city> in order to permit PET-<city> to fully and accurately report its financial position to the Internal Revenue Service on Form 990;
- (v) to send thank you letters and receipts to all donors in a timely fashion.

(b) *Operational Principles*. PET Parts-Maker does hereby covenant with PET-<city> to abide by the following operational principles of PET-<city>, as follows:

- (i) to comply with the manufacturing specifications for parts established by PET-<city> and its organizational affiliate, PET International, Inc., as evidenced by PET Parts-

Maker providing an initial sample of the part or parts PET Parts-Maker intends to produce prior to initial production or following a change in design;

- (ii) to supply the part or parts to PET-<city>;
- (iii) to establish a schedule for the regular supply of the part or parts to PET-<city>;
- (iv) to arrange with PET-<city> the best manner of transportation for delivery of the part or parts;
- (v) to participate in annual gatherings for the sharing of information and experiences or for training;
- (vi) to share ideas for new designs and development of PETs;
- (vii) to participate in effective communication with PET-<city>; and
- (viii) to be willing to share volunteer expertise with PET-<city>.

3. PET-<city> Covenants.

follows: (a) *Operational Principles.* PET-<city> does hereby covenant with PET Parts-Maker as

- (i) to establish, update and distribute, as appropriate, the Manufacturing Specifications for Quality Control;
- (ii) to provide opportunities for on-site training at PET-<city> or at another affiliate of PET International.

[ *Remainder of Page Left Intentionally Blank* ]

IN WITNESS WHEREOF, the parties have executed this Covenant as of the latest date of execution set forth herein.

**PET-<CITY>:**

**PET PARTS-MAKER:**

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

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

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

Title: \_\_\_\_\_

Title: \_\_\_\_\_

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

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