



MARYLAND DEPARTMENT OF AGRICULTURE 2018 Spay and Neuter Grants Program Guidelines for Pet-Focused Applications



PROGRAM OVERVIEW

The Maryland Department of Agriculture (MDA) is offering grants pursuant to [MD. AGRICULTURE Code Ann. § 2-1602 \(2013\)](#)

The purpose of the fund is to reduce animal shelter overpopulation and cat and dog euthanasia in Maryland shelters.

UNIVERSAL GUIDELINES FOR ALL GRANT APPLICANTS

The following information under the GOLD banners is universal guidance with important Program information and other details that apply to all applications. Please read this information first before proceeding to the application-specific guidance under the GREEN banners starting on page 16.

There are 3 categories of grant applications: Pet-Focused Projects, Feral Cat-Focused Projects, and Capital Expense/Equipment Requests. Please be sure you are using the correct application and correct guidelines for your specific type of project.

PLEASE NOTE: This is a competitive grants program. Submissions are not only judged on their own merits, but also against all other applications.

● ELIGIBILITY AND FUNDING CRITERIA AND REQUIREMENTS

- Municipal or county governments or non-profit animal welfare organizations with tax exempt status under 501 (c)(3) are eligible to apply to facilitate and promote the provision of spay and neuter services for cats and dogs.
- A competitive grant proposal (quoting Agriculture Article, §2-1602, Annotated Code of Maryland):
 1. Shall target low-income communities and populations to the maximum extent possible and detail how that goal is to be accomplished;
 2. May target feral cat populations if MDA determines that this targeting does not violate local law;
 3. Shall efficiently and effectively facilitate and promote and increase the provision of spay and neuter services for cats and dogs; and
 4. May include public education and outreach components.

- Grant projects must meet the purpose of the Fund. Grant projects that most effectively and efficiently facilitate, promote and increase spay and neuter services for cats and dogs in Maryland will be given priority.
- Applicants must comply with all other statutory and regulatory requirements pertaining to the Spay/Neuter Grants Program. Applicants should familiarize themselves with those provisions of the Maryland Code. [Program Regulations](#) Link and the [Statutory Link](#).
- The Program does not provide support to organizations that have lost their IRS tax-exempt status, have unusually high administrative expenses, or show other indicators of financial mismanagement. **Please make sure your organization is in good standing with the IRS and the State of Maryland.** Applicant organizations must be in compliance with the state by submitting the Annual Report and Personal Property Return with the State of Maryland Department of Assessments and Taxation-Personal Properties Division (see the Program webpage for more information and a copy of the form required).
- As of April 2016, county or municipal animal control facilities, organizations that are contracted by a county or municipality to provide animal control, or any organization that shelters animals and receives funds from this Program must meet the requirements of Sections 2-1701 through 2-1705 of the Agriculture Article of the Code of Maryland. This law requires shelters have available to the public a “written veterinary care protocol” consistent with the Association of Shelter Veterinarians’ Guidelines for Standards of Care in Animal Shelters, as well as a “written protocol for reclaiming animals”. A copy of the law, the guidelines and an example of a Standards of Care Plan are posted on the Board of Veterinary Medical Examiners and Spay and Neuter Grants Program webpages on the MDA website (www.mda.maryland.gov).
- The Applicant and personnel described in the application must have the qualifications and resources necessary to perform and complete the project proposal.
- Applicants must complete and submit the grant application, with any required accompanied documents as specified in these Guidelines and on the application forms, by close of business (5:00 PM EST) on or before the posted grant deadline as it appears on the Request for Proposals (RFP) and on the MDA website ([Spay and Neuter Grants Program webpage](#)).
- Applicants must only propose projects that result in a net increase in spay and neuter procedures above the level of service they normally provide or accomplish. These funds cannot be used to maintain the organization’s status quo or replace other funds.
- Applicants and their organizations generally should have no history (within the last 3 years) of violations or fines with Maryland Animal Control authorities or the Maryland Board of Veterinary Medical Examiners. Any history of violations may be a basis for denying funding. If prior violations exist, the Applicant must provide a thorough explanation in the application of the violation and how it has been rectified.

COMPLETING AND SUBMITTING AN APPLICATION

A Request for Proposals (RFP) will be posted online at [Spay and Neuter Grants Program webpage](#) and on Governor's Grant Office-Maryland Grant Opportunities site at grants.maryland.gov.

The applications are downloadable fillable WORD forms that must be filled out in full and submitted to MDA in the original WORD format by close of business (5:00 PM EST) on or before the proposal deadline, as stated in the RFP. The completed application forms must be submitted in WORD format. Accompanied documents may be in WORD, PDF or other commonly supported formats.

Downloadable fillable WORD application forms are available on the MDA Spay and Neuter website ([Spay and Neuter Grants Program webpage](#)). Download the appropriate document and enter the information requested. Please be as concise as possible, but without sacrificing essential detail. Please check for spelling errors, math errors or inconsistencies, and missing information. Save your completed form to your computer. Be sure to fill out the entire application form. All fields are mandatory. If an Applicant feels a field does not apply, the Applicant must indicate this by entering "N/A". Blank fields may be construed as incomplete. **Incomplete applications will not be eligible for review.**

In addition to the completed application form, all Applicants must provide the following:

- A Price Assurance Form(s) from veterinarian(s) or clinic(s) as indicated on the application. The required form is available on the Spay and Neuter Grants Program webpage. This form must have the name of the veterinarian(s) being used, the veterinarian's Maryland state license number, and the cost detailed on the form must correspond with the cost presented in the application.
- For non-government Applicants: Copy of most recent 990 Form (if required) or other appropriate tax form confirming tax exempt status. Also proof of registration with State of Maryland is required, as detailed in the *Eligibility and Funding Criteria and Requirements* section above.

Applications are submitted by completing the application form and attaching the completed form, and any required additional pages or documents, to an email and sent to mda.spayandneuter@maryland.gov. The time and date MDA receives this email will be considered the submittal date and time of the application. Applicants will receive a notice from the system confirming the receipt of the email with attachments. Applications submitted to any other email address, faxed or mailed will not be accepted. We recommend that you retain a copy of your sent email with the attachment in your email archive for your records.

Important Note: Once emailed and received by MDA, no changes or updates may be made to the application and no additional information may be added, except at MDA's request. Applicants may only request a submitted application be withdrawn.

POINT OF CONTACT AND ORGANIZATION INFORMATION

Point of Contact:

Applicants must provide a name and contact information of the individual who will serve as the overall project manager and Point of Contact (POC) for all matters relating to the project if funded. The POC must be available to not only MDA and respond to MDA requests throughout the project life, but to the public with regards to questions pertaining to the project.

Organization information:

It is important to the evaluation process for the reviewers to understand the capacity of the applying organization to perform the work proposed, if funded. The number of personnel (both paid staff and volunteers), annual operating budget and number of procedures done in past years are all indications of capacity. This information is used to not only help determine if an application will be recommended for funding but also at what level. It is the Program's goal that all funded Applicants, both large and small, have obtainable goals and succeed.

A concise description of the applying organization is also helpful in this evaluation. When an organization was established, where the organization has worked and the type of services provided in the past is helpful to the capacity evaluation. However, **the Program cautions against providing non-pertinent information.** An applying government agency or organization that provides more services beyond animal welfare services should not expend critical application space detailing work, budget and resources that will not apply to this application. Providing copious amount of information that is irrelevant to this type of grant only hinders the review process.

The number of surgeries that an Applicant has provided or facilitated is also important. This Program wants to see an overall increase in surgeries over time, especially if an Applicant has received an MDA grant in the past. Program funds are intended to increase surgeries, not fund surgeries that would otherwise be done with existing operating budget allocated to this purpose. If the number surgeries provided annually have decreased, it is important to explain why.

APPLICATION NUMBER AND TYPES

As stated above, there are 3 categories of grant applications: Pet-Focused Projects, Feral Cat-Focused Projects, and Capital Expense/Equipment Requests. Generally, the Program encourages Applicants to limit their submissions to one, although multiple applications are permitted. Because there is limited time to submit an application and limited funds to grant, it is often the best strategy to devote time and resources to preparing one really tight, well thought out and well-presented application than two that may be more rushed, less thorough and therefore, less compelling.

Multiple applications:

As stated, two applications by the same Applicant are permitted though not encouraged. Separate category-appropriate application forms with appropriate supporting documents are required for each proposal, and separate projects may not be presented in the same application form.

However, if submitting two applications, the Applicant must provide sufficient evidence of the qualifications, personnel, experience, and resources that would be necessary to perform and complete all work proposed in each application as well as all the applications combined. Failure to do so will result in all your applications being downgraded. Do not submit multiple applications in a single grant cycle unless your organization is clearly able to establish it has the capacity to perform all of the proposed projects at the same time.

If submitting two applications, the Applicant must indicate whether the applications are dependent or independent of each other. For example, if you are applying for funding for a pet project as well as applying for an equipment grant, please explain whether you would be able to move forward with the pet project if the equipment grant is not funded. If you are relying on MDA funding for **both applications** in order to proceed, you must clearly explain and justify this in BOTH applications.

The Spay and Neuter Grants Program has limited funding and receives far more applications than can be funded in any given year. Organizations submitting two applications **must indicate which application has the highest priority**, if the Program decides to only fund one. If your project proposals are dependent on each other and one of the projects is not funded, neither project will be funded regardless of ranking.

Joint applications:

Joint applications are those projects where 2 or more organizations will work together on the same project and both utilize the funds (as opposed to a partnership where another organization may offer assistance in some way but not receive any of the funds). Multiple organizations may present a joint application. In this case, a LEAD organization must be specified in the application to be the recipient of the funds from MDA. All organizations must agree that the Lead will allocate funds to the joint Applicant in whatever schedule the organizations have agreed upon. All organizations must include information for Sections A-Proposal Administration Information and Section B-Point of Contact & Organization Information for all organizations, listing the LEAD first. The duties of each organization are then described in the Project Description and Work Plan of the application.

If funded, all organizations must be signatories on the Grant Agreement and must provide the required reports, either separately or jointly.

As part of the Program legislation, MDA is required to collect quarterly shelter survey data from all county shelters. This data is used to track the impact the Program has on intake and euthanasia numbers over time. All shelters receiving grant funding, including private shelters, must submit quarterly shelter survey data to MDA until the Program sunset in 2022 – including private shelters that are joint Applicants, even if they are not the LEAD organization.

Applications dependent on receipt of other grants:

If the tasks detailed in the application are contingent on receipt of another grant or grants from another source, this must be disclosed and a detailed discussion of the terms of the other grant(s) must be included on the application in the **Matching Grants/Funding** section, together with copies of any other grant application or agreement. If another grant is dependent/contingent on Applicant receiving the MDA grant, this must be clearly stated, and a detailed explanation provided on how the 2 grants relate to each other and the overall project proposal.

PROJECT LENGTH

With the exception of a Capital Expense request, all other projects should be limited to 12 months. Additional time may be granted if needed, on a case by case basis, on written request with justification, and at the discretion of MDA.

PROJECT BUDGET LIMITS

The **minimum grant** request is **\$5,000**.

There is not a maximum grant amount at this time but please be aware that the overall Program budget (which includes Program operating expenses) is limited and total requests for grants far exceed available funds. MDA will strive to fund those projects that can most efficiently and effectively achieve the purposes of the Program.

Please consider the amount of funds requested relative to your organizations current operating budget and capacity. Applications should clearly establish an organization's capacity to undertake a project and the ability to handle increased staffing and resource needs associated with the project.

BUDGET REQUIREMENTS

The Budget Line Item section is very important for all applications. It is crucial that you demonstrate in the Budget Items Justification section that each line item is necessary to the specific project and relates to the overall purpose of the Program: sterilizing cats and dogs to reduce shelter intake and euthanasia. While some employ the "shotgun strategy" (i.e.: *Throw everything in and let the reviewers delete what they don't like*), we do not recommend this strategy and it can negatively impact your grant review.

Applications should demonstrate a thoughtful effort by the Applicant to limit expenses to those that most effectively and efficiently increase spay and neuter services and reduce intake and euthanasia. While there are no set percentages, the bulk of a grant request should go towards funding sterilization procedures.

Budget items must be detailed enough to show what will be done with the funds. Vaguely written items (for example: Misc. Materials- \$1,000) or unjustified items will not be considered, will be red-lined during the review process, and may even downgrade the proposal's overall review.

Surgeries: However, detailed breakdowns are not required for the veterinary sterilization package as reflected in the veterinary cost per animal line item. MDA expects all grant recipients to meet the Maryland Board of Veterinary Medical Examiners minimum standards of care for spay and neuter procedures and care of animals altered under the Program. Your per-animal sterilization fee must include all equipment or medicine, including post-operative pain medicine, as the attending veterinarian deems appropriate for a spay/neuter service.

Rabies Vaccine: A rabies vaccination is required for all dogs and cats that do not have proof of a current rabies vaccination. Offering free pre-operative rabies vaccinations can serve as an incentive for the public to bring their pets in for altering. All budgets **must include the cost of rabies vaccine** for each animal (unless this cost is going to be covered by other funds then this should be indicated as such), which is capped at a maximum \$5.00/dose.

COMMON ALLOWABLE EXPENSES

The following are examples of allowable expenses. If you have an expense that is not listed here it does not necessarily mean it is prohibited. Please contact the Program Coordinator to discuss if you are unsure.

- **High Quality/High Volume (HQHV) Spay Neuter Training for Vets and Staff:** MDA encourages Applicants to prioritize increasing their efficiency and capacity, which will increase the overall availability of spay and neuter services in the State. HQHV training is important since this specialized training will result in long term benefits beyond the lifetime of the Program. Applicants for Pet and Feral Cat focused projects are encouraged to consider including training to their submissions and special consideration may be given to grant Applicants who are requesting funding for this specialized training as part of their proposal. Applicants for Capital Expense grants should either have personnel already trained in this technique, have equivalent skills, or the cost of attending this kind of training should be included as a part of the proposal. (See specific Capital Expense guidance section for more details). Funding requests for HQHV training may include the following types of costs: expenses associated with travel, lodging, and course costs in these techniques. This should be detailed in the budget line items as to who would attend, where, what Program will be attended and cost per person per day.

Important Note: Applicants proposing funds for this training should first coordinate with the Humane Alliance to determine which type of HQ/HV training is best suited for them. They must provide a statement from the Humane Alliance documenting their coordination and explaining the choice of training.

Non-surgical Neutering Training: Training in the proper and safe application of non-surgical zinc neutering (such as neutering with Zeuterin™ injectable solution) is also allowable

Applicants receiving funds for any training will be required to provide proof of completion to MDA.

- **Rabies Vaccinations** (as detailed above).
- **Equipment and Supplies:** This covers those medical and non-medical items (durable such as traps and carriers which can be reused or exhaustible such as leads, temporary ID tags, etc), that directly results in an increase in the number of spay/neuter procedures and which are necessary to carry out the project. This generally should NOT include equipment and supplies used for the sterilization procedures as those expenses should already be included in the veterinary cost per procedure section. If the **total** durable equipment request in this budget category exceeds \$5,000 you must instead prepare and submit a separate Capital Expense Application for the equipment. Equipment requests must only be requested if the clinic is licensed and ready for operation.

These items must be justified as necessary to achieving the goals of the project and Program. For durable items (life over 1 year) you must explain how it will have a lasting benefit to the Program purpose beyond the term of the grant. For equipment identify each piece of equipment and include quote from supplier.

The Program encourages Applicants to first check with county shelters to see if equipment can be first obtained as donations from shelters.

- **Transportation Assistance:** Because travel to/from appointments is often challenging for many people and can affect a pet owner's decision to get their animals altered, we highly encourage you to include a travel assistance outreach element to your project and budget. If your experience has shown this is not the case in your particular area or transportation is routinely handled by volunteers and a budget is not required, please state this in your project description narrative (and consider detailing this as a cost-share item). Transportation assistance should be calculated as a cost per mile, thusly:
 - *Example: 450 total miles at a cost of xx cents/mile*
 - The Applicant must use the most current IRS determined rate.
<https://www.irs.gov/uac/2017-standard-mileage-rates-for-business-and-medical-and-moving-announced>

The cost, time, and expense of travel should be weighed against the use of the closest clinic or the project area and Applicants should clearly explain in the Justification Section why they have chosen to use the clinic or veterinarian included in the project proposal. Applicants are encouraged to communicate with local veterinarians about possible strategies to increase capacity in their area (also see Training above). Applicants are encouraged to look for ways to make transportation a cost share item, and thereby leverage grant funds to

make their application more competitive. This is an area Applicants have found ripe for cost sharing.

- **Outreach/Transportation/Scheduling Coordinator:** The Program only rarely will approve funding for staffing. Applicants may request the cost of a temporary NEW staff position for Outreach/Transportation/Scheduling Coordinator. This is only intended to increase staff, not replace existing personnel and must directly relate to increasing the number of spay and neutering procedures and altered animals by the Applicant. This position may include coordinating volunteers, participating in community outreach, appointment scheduling and follow-up, transporting of animals to/from surgeries, etc. This position must relate to the activities in the proposed project and the Applicant should be able to show there are special circumstances or other unique challenges requiring funding for a staff position for the project.
 - The Applicant must make a strong case in their Budget Justification section for the need for a staff position.
 - The cap on Program funds that may be used for this position is \$12/hr, inclusive.
 - The cost of new staff will only be covered during the period of performance of the grant and not in perpetuity.

The Program will only consider funding this temporary staff position if the application demonstrates that the scope of the project, the number of animals targeted, the target area, and the current staffing of the applying organization warrants it. **Applicants are strongly encouraged to find ways to otherwise cover, reduce, or share this cost whenever possible.**

- **Marketing/Outreach Costs:** This may include printing and distribution of outreach material, and other expenses related to outreach to the target community or population. These items must be directly related to spay/neuter and explained in the project outreach plan. Although there is no stated cap on the amount of funds that can be used for marketing, Applicants are encouraged to consider carefully the specific needs of the project and the percentage of the total budget that is being allocated to marketing. Applicants should provide price quotes for outreach items \$500.00 or more. If proposing signage, the Applicant must include a draft of the text to be used.
- **Veterinary Sterilization Package Offered by the Veterinary Practice:** All costs associated with providing the veterinary services and sterilization procedure must be included in the Veterinary Services line item on a per animal basis. There is generally no need to list individual items in the veterinary sterilization package. Applicants should not list a separate line item for the veterinarian's and vet technician's time, or for any other item customarily associated with providing the veterinary services and sterilization procedure. Standardizing these budget items will help facilitate MDA's review process.

PROHIBITED EXPENSES

The Program has limited annual funds, with a goal to fund projects that spay and neuter as many animals as possible and that can have the greatest impact on reducing shelter overpopulation

and euthanasia. The following are examples of items that, while they may have value, are not necessarily a good allocation of these limited resources, and will not be considered.

- **Required Co-Pays Are Forbidden:** Requiring a co-pay in connection with any service funded by this Program is not permitted. The cost of sterilization procedures must be all inclusive (materials, veterinary services, and all required pre and post-operative medicines/exams related to the procedure). Be sure to keep this in mind when developing budget line items and calculating your cost/animal information in the Expected Outcomes section.
- **Requiring Other Procedures Is Not Allowed:** Providing spay/neuter services paid for under this Program cannot be contingent on pet owners and animal caretakers purchasing other services.
- **Funding of Personnel:** The Program funds may not be used to fund permanent or temporary staff, whether it is clerical or surgical. The cost of all surgical staff must be included in the sterilization cost per animal.

Examples of expenses that are not allowed:

- Overhead, office equipment and supplies, name tags and uniforms.
- Capital campaigns and large construction projects.
- Giveaways (such as promotional items other than pamphlets, postcards and other educational materials).
- Flea treatments, de-worming, ear-cleaning, bathing, and microchipping.
- Web design and hosting, professional photography.
- Vaccines (other than rabies), blood tests and other tests.
- County pet licenses. It is important for government Applicants to note this and find alternative funding for licensing if a requirement for spay/neutering.
- Contingency funds. While a contingency fund is not an allowable expense, if in the course of a sterilization procedure, complications arise that necessitate additional medical treatment, and the Project Manager may seek subsequent approval from the Program Coordinator to request the use of project funds to cover the cost.
- Education curriculum development.
- Conference attendance costs.

Applicants who have these types of items as part of their project should find ways to fund them through other sources and can list such items in the “Cost-Sharing and In-Kind Contributions” section of the application (provided they are related to the project and Program purpose).

Please contact the Program Coordinator if you have a question about a proposed expense.

COST SHARING

Cost sharing is always encouraged and can positively affect the ranking of a proposal. A “cost-sharing” item should be anything that **directly affects or will be used to implement the proposed project**. Any expense or contribution that directly relates to the proposed project (such as donated equipment, vehicle or use of vehicles, space, personnel, etc.) is important to detail and should be quantified to the extent possible.

TARGET AREA AND TARGET NUMBERS

Target areas:

Whether an application is focusing on pets, feral cats, or a capital expense, target areas should be as specific and as focused as possible. A target area should be a realistic and manageable size for the Applicant’s capacity. For pet projects: a neighborhood, zip code, housing block, etc. For feral cat projects: the location of a specific colony or colonies. Proposing to target an entire city, county or whole portions of the state may be perceived as overly ambitious for many Applicants. Large target areas may make it difficult to predict and evaluate impact to shelter intake and euthanasia rates.

Applicants should also remember that this Program is a multi-year program and there will be more opportunities to apply for funding to cover other areas; however, additional funding in future cycles is not guaranteed for any project or Applicant, and each project will be evaluated on its individual impact.

Choosing a target area:

Sources of Shelter Intake: Target areas need to directly relate to those areas identified as sources of intake for the county shelter in which the target areas occur. It is **imperative** that Applicants coordinate, or attempt to coordinate with animal control and local shelters and confirm that their proposed target area(s) will ultimately help reduce intake at a shelter or shelters, or seek their direction about the most effective target area. **Applicants must provide specific county shelter intake/euthanasia numbers in their application.** Only providing percentages is not adequate. Ideally, shelter data should be drilled down to match the proposed target area (either by neighborhood, zip code, etc.), however if that level of data is not available from the county, county-level data is acceptable. All coordination efforts must be discussed in the application and any letters of support must be included, including letter from Animal Control (see specific guidance below). County-level data is also available from MDA, but coordination with Animal Control and shelters should not be skipped.

For those counties without county shelters or with limited facilities, Applicants should investigate whether the Applicant’s target area contributes to any adjacent county shelter’s intake and provide statistics for those shelters. Applicants can also see if local Highway Patrol or Animal Control has any statistics regarding the number of cat and/or dogs killed on roads, which will help give an indication as to the numbers and locations of stay animals.

Applicants whose target area occurs in a county where one shelter covers several counties should request county specific statistics for their application.

Lacking shelter data will be detrimental to the review and ranking of your proposal. Shelter statistics are Public Information and should be provided by the shelter upon request. This data is also available upon request from MDA. Each Applicant must provide shelter data in the application in the spaces provided, and then detail why their target area was selected, and explain how the project will impact the data.

Looking for the Gaps and Redundancy: A **Project Map** showing all the current and past projects funded by the Program is posted on the Program webpage. A review of this map will show where work has been or is currently in progress and where projects may be needed. MDA strongly recommends that all Applicants look at the map to make sure their target area is not duplicative of another project. If your target area duplicates another funded project site, you should contact that project's POC and see if your proposal complements their effort or can with some adjustment. You should include a discussion of this process as part of your target area justification in your application. Duplication of target areas of other funded projects with no justification may be a basis for downgrading the proposal in the review process.

Target numbers:

MDA expects Applicants to choose their target number (i.e. the number of animals to be altered with the project funds) with care and Applicants should determine this number based on how many unaltered animals are currently in the target area and their capacity to alter or facilitate the altering of the pets or feral cats. Applicants should discuss the method by which they estimated the number of unaltered animals living in the target area (see specific guidance below).

Applicants should discuss the animal demographics of their target area and specify what percentage of the unaltered animals in their target area the Applicant proposes to alter. Once a project begins, if the actual conditions in the field differ from what was originally anticipated, grantees may use the quarterly reporting form to include this new information. If a funded project needs to change its target area to achieve the target number of animals, this is possible through coordination with and permission from MDA to revise the parameters of the target area with a MDA-approved change of scope request.

Target numbers should also reflect a "Net Increase" in the number of animals currently being altered or arranged to be altered by the applying organization.

Estimating number of unaltered animals:

For all applications it is important to provide an estimate of the number of unaltered pets in your target area. This provides useful information to demonstrate need and justify the request for funding. Understanding the unaltered pet population is also helpful in Feral Cat-Focused applications since there is often a correlation between unaltered pet cats and the populations of unowned stray cats in a target area.

All Applicants should estimate the unaltered pets in their targeted area by using the Pet Estimate Tool, available by following the link below or visiting the Program webpage and

downloading the tool located under the Application Materials Section. Please follow the instructions to this easy to fill-out tool provided in Excel and provide a legible printout of your calculation with your application. **Please remember**, this tool is based on a few parameters. If after filling out the tool, you feel the numbers don't reflect the true conditions of your target area (based on other data, personal experience, demographic specifics the tool may not take into account, etc.), it is important to detail this on the tool page in the space provided.

[Demographic Guidelines and Tool](#)

[Pet Estimate Tool](#)

Estimating Feral Cats: See Section C-5 of the Feral Cat-Specific Guidance for suggestions and recommendations.

COORDINATION WITH COUNTY ANIMAL CONTROL

It is critical that the Applicant demonstrate attempts to secure local support for their proposal, particularly related to identifying the most effective target area. Applicants must demonstrate that they have coordinated with the Animal Control Authority for the county in which they are targeting, or have made the effort to coordinate with them. Inclusion of a letter of support from Animal Control stating that the proposed project would be of benefit and that the specific target area represents a significant source of shelter intake is strongly encouraged. If the Applicant is unable to obtain a letter of support or the Applicant is unable to coordinate with Animal Control for any reason, the Applicant must discuss and detail their attempts to coordinate with Animal Control in the application.

Applicants should coordinate with Animal Control and shelter staff **early** in the application development in order to choose the best target area in relation to shelter intake.

REVIEW AND NOTIFICATION PROCESS

The grant review process from the submittal deadline to notification of approval or denial is usually completed within 3 to 4 months. During this time, MDA conducts a Due Diligence check on all Applicants to confirm eligibility, tax status, good standing of project veterinarians and clinics with MDA Vet Board, good standing of Applicant with local animal control agencies, and good standing with the State of Maryland. The Advisory Board reviews and evaluates each grant application **competitively** in relation to all applications, with focus on how well the project addresses and meets Program requirements and goals, the potential beneficial and measurable impact on shelter intake and euthanasia rates, Applicant experience and capacity, and cost effectiveness of the proposed effort with respect to Program purpose. The Advisory Board then submits their recommendations for funding to the Secretary of Agriculture. The Secretary has final approval on all applications.

Awards go to proposals that most effectively meet the purpose of the Fund and best meet grant criteria under this competitive grant program. Funded grant amounts may differ from requested amounts. If changes in funded amounts are required, MDA coordinates any changes with the Primary Point of Contact (POC) listed on the application prior to finalizing the grant agreement.

All Applicants (both recommended and not recommended for funding) are notified by email sent to the POC listed on the application. Notifications are sent as promptly as possible after the final funding decision by the Secretary. Emails to Applicants approved for funding will include any changes in scope or budget MDA wishes to implement. At that time the Applicant must notify MDA if they accept the changes and wish to accept the grant, as modified or wish to decline. Emails to Applicants not approved for funding will include detailed reasons for being turned down with any recommendations as to how to improve future applications.

MDA sends out grant agreements to grant recipients usually within 30 days following approval. MDA will notify the recipients by email when the grant agreements have been mailed out. Grant recipients must return their signed agreements to MDA (by mail-not scanned) within 30 days after this notification. Recipients must not commit any funds until the grant agreement is signed, returned to MDA, finalized by MDA, and the recipient has received their signed copy back.

Please Note: If the grant agreement is not returned to MDA within required time, MDA may choose to withdraw the grant offer and reallocate the funds.

It is highly recommended that prior to any award, all Applicants review the grant agreement example that appends the posted RFP and make sure their organization's officers (including any legal staff) are aware of the requirements within the grant agreement and the 30 day limit for signing and returning the agreement to MDA.

SOME COMMON REASONS AN APPLICATION MAY BE TURNED DOWN OR REDUCED IN RANK

Applicants should keep in mind that **this is a competitive grants program** with a limited annual budget. Unfortunately for this reason it is quite possible that good applications could still be turned down simply due to stiff competition and lack of funds.

The following are examples of other reasons an application may be turned down.

- **Sloppy Numbers:** Math errors or inconsistencies in budget items, cost of surgeries, or other areas in the application may be perceived as a tendency towards carelessness and hinders the review process.
- **Incomplete Application or Incorrect Format:** All application fields **MUST** be filled in and returned to MDA in WORD format using the correct application form. Each section must be filled out or given an "N/A" if not applicable with a reason, if necessary, for the N/A.

- **Ineligible Applicant:** Applicants must be registered with the IRS as a 501 (c) (3) or be a Maryland state or local government agency or department.
- **Fines and Violations:** Applicants with a history of violations with local Animal Control agencies may be considered ineligible.
- **Lack of Clarity or Details:** Request does not state a specific purpose or does not provide adequate explanation, information, or shelter data necessary for determining the extent to which it will impact shelter intake and euthanasia.
- **Limited Resources/Budgetary Constraints:** Grant budget for the proposed project is inadequate to accommodate the request.
- **Limited Ability:** Application does not establish Applicant's ability to complete the project.
- **Request Does Not Meet Requirements:** Applicants are responsible for familiarizing themselves with the statutory and regulatory requirements of this Program in addition to the Program guidelines.
- **Poor Presentation:** Application is vague or incomprehensible, or contains excessive errors. Putting information in the wrong section of the application hinders the review process.
- **Irrelevant Information:** Applicants providing too much information that is irrelevant to the task proposed. Applicants from organizations or departments that do more than provide animal welfare services need to limit their Organization information (personnel number, annual budgets, etc) to that which is directly relevant to the proposed project. Providing information not relevant to the proposed project can frustrate and muddle the review process.
- **Does Not Increase Capacity:** Applicant does not clearly demonstrate that the funds would be used to increase their capacity (i.e.: does not show a net increase in sterilizations above what they normally do).
- **Poorly or Unjustified Budget Items:** Poorly described or unjustified budget items leave many questions during the review.
- **Coordination Not Discussed:** Failed to demonstrate any attempt to coordinate with animal control and/or correlation between their project and the intake and euthanasia data from the county shelter.
- **Too Few Spay/Neuters for Overall Budget:** The bulk of project funds do not go toward sterilization procedure costs.
- **Poor Performance History:** Poor performance on previously funded projects (such as late reporting, unresponsive to communication requests from MDA, unapproved changes in project scope and expenditures of funds, failure to reach target number of animals without discussion with the Program Coordinator as to reason, etc.).
- **Duplication:** The proposal duplicates an existing effort without explanation.
- **Project Location Prohibited:** Project site or impact falls outside of Maryland or the project would be prohibited within the target area (e.g. feral cat project in a county where TNR is prohibited, etc.).
- **Failure to Address MDA's Prior Requests or Recommendations:** Failed to demonstrate that the Applicant considered MDA's recommendations on any turndown notice for previous applications.
- **Unrealistic Expectations:** Unrealistic number of animals proposed to be altered in the given time frame or target area.
- **Late Submittal:** Missed the stated submittal deadline on the Request for Proposals.



PET-FOCUSED APPLICATION GUIDANCE

The following information is guidance to those Applicants who are proposing projects that focus solely on pet cats or dogs owned by low income Marylanders. (Feral Cat-Focused projects or Capital Expense/Equipment projects should utilize the specific guidelines appropriate to those applications.)

C-1: PERIOD OF PERFORMANCE

THE PERIOD OF PERFORMANCE section should list the month/year of the start and completion date of the proposed project. There may be up to 4 months from the deadline to the approval notifications so you should choose your start and end date with this in mind. Also winter weather can slow down a project and weather conditions can result in cancelled appointments. You should consider factoring this in when determining your project performance period and your work plan.

The length of a project should be limited to 12 months. Time extensions may be granted on a case by case basis by MDA.

C-2: PROJECT DESCRIPTION

THE PROJECT DESCRIPTION section should consist of one or several well-crafted paragraphs that concisely describe what you plan to do, where, and why. It may be helpful to equate this section to the abstract of an article (where the “article” is a compilation of the Detailed Work Plan, Target Area and Expected Outcomes sections). Details should be presented in subsequent sections of the application form.

It should identify the county the proposed project will service and what shelter(s) the project will impact. This should be based on data collected from shelter staff and from discussions with shelter and animal control staff.

Applicants that are submitting proposals to continue work funded in a previous cycle (whether completed or still in progress but scheduled to finish soon) should include a discussion in their project descriptions what lessons/challenges they have encountered in their previous project(s) and how they plan to address them in the proposed application.

Here is an example of a well-crafted Project Description:

ABC Animal Rescue (ABC) is proposing a multi-year project to reduce the number of homeless and unwanted animals turned into the Anne Arundel Animal Control facility and other shelters in Anne Arundel County MD. This goal will be accomplished through an aggressive, targeted campaign to spay/neuter animals belonging to individuals and families in four targeted areas

of Anne Arundel County that have high owner surrender rates and the majority of the residents are on some form of public assistance. Statistically, the higher the poverty rate in a given area, the less likely those pets will be spayed or neutered.

This grant would fund the actual cost of the spay/neuter surgeries (and rabies vaccine) for the pets and a transportation component to bring the animals from the targeted neighborhood to ABC's spay/neuter clinic, and then return to the neighborhood after surgery. We plan to spay/neuter 400 cats and 100 dogs throughout 2015 using funds from this grant.

C-3: EXPECTED OUTCOMES

THE EXPECTED OUTCOMES section is one of the most important as this is a way to measure the success of your project at the completion and how your project helps meet the goal of the Program: to reduce intake and euthanasia in Maryland shelters. It is important that each objective have a specific outcome that can be quantified and measured with reliable data.

C-3-A Expected Outcomes: Applicants must list how many cats and how many dogs will be altered using the project funds. This needs to be presented in this format:

Example Only: 500 cats spayed @\$50/cat 500 cats neutered @\$45/cat
 100 dogs spayed @\$75/dog 50 dogs neutered @\$70/dog

The cost per animal must match the cost per animal on your budget line item called "Veterinary Services" in the Budget Line Items Section D and the Price Assurance Form(s) from the veterinarian(s) or clinic(s).

If you cannot anticipate how many cats of each sex you will alter, please take the following into consideration:

- Spay surgeries generally cost more than neuters. If you propose to do more spays than neuters and then actually have more neuters than spays, the savings can be used to provide even more surgeries.
- You can assume for purposes of the application that 50 percent will be male and 50 percent will be female.

The number of animals proposed to be altered must represent a "net increase" from the number of animals you currently alter (or arrange to alter) on an annual basis.

C-3-B Shelter Statistics: It is imperative that Applicants provide statistics from the shelter or shelters in their target areas. Statistics on a county level are good and a must. Statistics drilled down to a more specific area (if this is doable by the shelter) is great to have and helps the Applicant justify the need even more. Groups that also collect their own data can discuss it here.

C-3-C Project Impacts: For Project Impacts, Applicants should specify and explain how the project achieves the purpose of the Fund to reduce intake and euthanasia in shelters. Applicants should cite which specific counties and shelter(s) will directly benefit from their project and to the best of their abilities, the anticipated extent of the project's impact on those shelters by using real numbers and percents.

Discuss coordination efforts with local shelters and animal control agencies to confirm that the target area is a source of intake for the shelter, and explain how the project is expected to impact shelter numbers. Applicants must attempt to coordinate with Animal Control and provide a letter of support confirming the project is expected to decrease shelter intake and euthanasia. If, despite your efforts, you are unable to coordinate with Animal Control or obtain a letter of support from Animal Control, please detail your attempts to coordinate with your local agencies, and provide your own analysis of the impact of the project on shelter intake and euthanasia based on the available data. If your project would benefit shelters in other counties, don't forget to include that! See the Information Box below.

SHELTER DATA: Shelter data is public information and should be available from shelters on request. Quarterly shelter data is also collected by MDA. If you are having difficulties obtaining the quarterly statistics you need, you can make a request to MDA by sending an email to Jane Mallory, Spay and Neuter Grants Program Coordinator at Jane.Mallory@maryland.gov. In the request you must specify for what facility and time period you wish the data to cover. **Please keep in mind, MDA does not have data on intake or euthanasia from specific locations within counties.** This information must come from the shelters themselves or other knowledgeable organizations.

Here is a partial example of an Expected Outcomes section:

...During our Spay campaign, we expect to increase the number of altered animals in the State of Maryland by 365 – 219 dogs and 146 cats. We anticipate our marketing of this campaign will produce a long-term effect of educating the public on the benefits of spaying and neutering pets. We coordinated with Nancy Smith of the county animal shelter. She confirmed this shelter annual intake is 5,000 animals (representing 2500 cats and 2500 dogs) The euthanasia rate at this shelter is 50% for cats and 50% for dogs. Our target area is a source of approximately 10% of their intake and by implementing a SIN campaign in this location, intake at the shelter will decrease by at least a 10% over time, and the euthanasia rate will correspondingly decrease by approximately 10% or more., Please see the Letter of Support from Nancy Smith, included with this application.

C-4: PARTNERING

THE PARTNERING section should include information on any organization(s) that will be contributing to this specific effort but will not be receiving the grant funds as an Applicant, as opposed to a joint Applicant (see Joint Applicant information in General Guidance above). This section should summarize what tasks the partnering organization will perform under this project (with more detail on these tasks provided in the Work Plan Section). Any donated funds or services that directly benefit or fill a project need should also be quantified in the Cost Sharing and In-Kind Contributions section. **Please provide letters of support from your listed partner organizations that you will be relying on to complete your project.**

Here is a partial example of a Partnering section:

The ABC Animal Rescue will be providing transportation assistance and outreach for this project. They will also provide volunteers to help transport pets to and from their appointments. The value of this assistance is detailed in the Cost Share section.. The ABC Animal Rescue is a Maryland non-profit that's been in existence for 10 years and is experienced with transportation needs and community outreach efforts. They have a large volunteer network of approximately 300 volunteers. They are dedicated to saving the lives of animals in the community and their newly-built adoption center adopts out more than 3,000 needy and unwanted pets each year. Other lifesaving programs include a foster program that cares for young and injured pets that need time to grow and heal in a home setting. Their clinic provides care for over 5,000 pets

in the community every year. Training classes are offered to help keep pets in homes and out of shelters and volunteers visit area schools each year to teach kindness to animals to children.

C-5: TARGET AREA

THE TARGET AREA section should pinpoint the specific area (such as by zip code(s), census tract(s), street(s), neighborhood(s), or other geographical indicator) where the project will take place and the shelter(s) that will benefit from the proposed project. You will also be required to provide a **map** with your application that delineates or pinpoints your target area location.

Be sure to review the critical Target Area section in the Universal Guidance above and use the Pet Estimate Tool.

We highly recommend that Applicants focus their target area(s) and not attempt too large an area at one time. That is, it is better to target a location within a zip code, city or town, rather than a whole county. If you propose to target more than one more location, neighborhood, zip code, or city, you should demonstrate that you have the expertise, personnel and ability to be successful and impact intake and euthanasia rates in shelters that service those larger target areas. This section must include shelter data specifics for their target area (such as how much of shelter intake this target area is responsible for, etc.).

This section must include an assessment of the targeted area and/or population, including existing services and needs. This assessment should include a brief discussion of what shelter(s) commonly receive animals from this area, other animal welfare organizations (and the services they provide) in the area, as well as any efforts you have made to collaborate with these shelters/organizations. Examples of what should be included in this assessment include, but are not limited to: demographics, households, numbers of pets, shelter intake data, resources for pets (veterinary clinics, pet stores, animal shelters, etc.), and community partners.

It is also **strongly recommended** that Applicants review The Humane Society of the United States' Pets for Life Community Outreach Toolkit. This is an excellent resource with a tool specifically for conducting a community assessment ([Pets for Life Toolkit](#)).

Here is a sample excerpt of a Target Area section:

The target areas for this grant are under-served, low-income communities on the eastside of Baltimore County. A large number of impounded animals at the Animal Shelter have come from these communities and contributed towards the Animal Shelter's overall 2014 euthanasia rate of 11% for dogs and 52% for cats. The following zip codes will be targeted for the ESNP: 21222 (Dundalk/Turner's Station) and 21219 (Sparrows Point). These areas are designated low-income based upon data generated from the U.S. Census Bureau, American Community Survey (2006-2010) (Attachment A), Baltimore County Public School Free and Reduced Meals Program Participation, and the Maryland Department of Planning Zip code Data (Attachment A). Data from the American Society for the Prevention of Cruelty to Animals indicates that there are approximately 2,687 unaltered dogs and 1,555 unaltered cats in the targeted zip codes (Attachment B).

C-6: DETAILED WORK PLAN AND BUDGET ITEMS JUSTIFICATIONS

THE DETAILED WORK PLAN Section C-6-A is critical and should list all activities and/or tasks and the sequence that will be performed to accomplish the objectives and goals of the project. Clearly state who will be conducting the work described, including appropriate timelines for the project and expected date(s) of completion. Use of bulleted statements where possible should save text and provide clarity.

The work plan must include the **eligibility criteria** (i.e., means testing) you plan to use to qualify recipients of the spay/neuter services (income level thresholds, assistance programs, etc.).

Here are some examples of different means testing criteria:

By receiving government assistance:

Eligibility is determined in accordance with the Maryland WIC Guidelines. Pet owner provides WIC card, food stamps card, proof of unemployment benefits, or other government assistance.

By household income:

Pet owners must show proof of annual income (most recent 1040 or pay stubs from past 2 pay periods) that qualifies as “low income” or below 200% of poverty level.

- Single \$19,431
- Family of 2 \$26,191
- Family of 3 \$32,951
- Family of 4 \$39,711

Additional Family Members: Add \$6,750 per family member to the income threshold listed for a family of 4

By proof of residence in low income target area:

If the whole target area where you propose to work is a low income community, and you do not plan to screen individual Applicants as long as they live in the target area (i.e., proof of residence in the low income area will be your means testing), please explain how you have determined your entire target area to be low income. You must provide reliable demographic data (not anecdotal) and explain in detail how the data relates to your target area and project. This is not a reliable means test unless a substantial portion of the residents in your target area are low-income households.

Here is a partial example of a good Work Plan section:

- 10/1/2014—based on grant award, determine number of surgeries and adjust current surgery schedules—Exec Director, Vet Assistant-Clinic—Vets
- 10/1/2014—hire part-time person and edit existing clinic brochures and develop marketing material for distribution, including press release and social media releases—Exec Director and PIT person
- 10/10/2014—start accepting appointments based on grant award—admin staff
- 10/30/2014-6/30-2015—PT person to make contacts within each targeted area and attend meetings, community events, ensure flyers, posters, and electronic information is kept up to date—PT person and Exec Director
- 10/30/2014-6/30-2015-PT person to handle special administrative functions such as scheduling/verification of financial need, transportation coordination
- 10/30/2014-6/30-2015-PT person to assist in clinic area to facilitate additional surgery appointments—perform duties to clean kennels, surgical instruments, etc. to avoid need to purchase additional capital supplies or equipment to handle additional surgical schedule
- 6/30/2014—Exec Director to provide final media releases of program success

Monthly Progress Meeting with Executive Director and support staff to review outreach and program goals

Quarterly Press Releases to show program successes

Weekly Meetings with PT Coordinator and Customer Service Supervisor/Animal Care Manager to review scheduling and transportation needs.

C-7: OUTREACH PLAN

THE OUTREACH PLAN section should state how the Applicant plans to reach the targeted low income community or individuals to fulfill the project goals. This could include details about how the Applicant will educate the community about the need for spay/neuter, communicate with individuals who have expressed interest, follow-up to ensure the individual keeps his/her scheduled appointment for spay or neuter, handle transportation for those who need it, etc.

It is not acceptable to state that a plan is not needed. If an organization already does extensive outreach this should be detailed and also referenced as a cost-sharing measure in the Cost-sharing section. Vaguely presented measures (such as “Facebook”) are not acceptable and will impact the ranking of your proposal. For outreach items \$500.00 or more, Applicants should provide a price quote. If signage is part of your outreach plan, you must provide the draft text as part of your application.

It is strongly recommended you review The Pets for Life Community Outreach Toolkit ([Pets for Life Toolkit](#)) which provides valuable information for developing an effective outreach plan, including the effectiveness of person to person outreach in the community.

It is highly recommended that Applicants keep the following in mind when developing their plan:

- Face-to-face outreach and follow up is critical.
- Radio ads, Facebook, etc. (mass media advertising and social media) generally are not enough. Research proves that effective spay/neuter outreach requires a personal touch – i.e. boots on the ground, ongoing visible presence in the community, door knocking, distributing flyers to educate the community to the benefits of the project and how the community can help get the word out about the project and its benefits to pet owners.

Here is a partial example of an Outreach Plan section:

...The ABC Animal Rescue Grant Committee will reach out to at need pet owners in Greenbelt, College Park, Berwyn Heights, and New Carrollton, and the zip code areas of 20705, 20737, 20740, 20770, 20781, 20783 and 20784 through printed educational materials and flyers, a dedicated website, and publicity in local newspapers and on radio and TV stations. Outreach and education will also be made through presence at area special events and through coordination with social service agencies and leasing/rental offices of residential and apartment communities. Outreach materials will be provided in English and Spanish.

- Website: There will be a dedicated website for the Spay/Neuter Voucher Program
- Outreach Committee will collaborate on the design of print publicity materials and “giveaways” for events, coordinate the issuance of press releases to local media, recruit volunteers and distribute posters and flyers throughout the target area.
- Local high schools will be asked to solicit student volunteers as part of the required community service project. Printed materials, press releases, and personal contacts will play a vital role in getting the word out about the program.
- A bilingual poster/flyer will be mass printed
- A trifold educational brochure summarizing the importance of spaying and neutering in stemming pet overpopulation and giving details about the program will be published in both English and Spanish. Outreach materials will discuss the benefits of spaying/neutering along some of the guidelines provided by the American Society for the Prevention of Cruelty to Animals(ASPCA) in its Top Ten Reasons to Spay/Neuter Your Pet
- Volunteers will post flyers and posters on community bulletin boards, grocery and pet stores, local malls (such as Beltway Plaza), libraries, social services offices (such as the housing authority, welfare offices, the PG County Health Department, and Family Service Foundation in New Carrollton), food pantries, mobile health clinics, community, youth, and senior centers, as well as Laundromats and apartment laundry facilities. Broad distribution of program materials will aid in educating the public about the program as well as pet overpopulation and the benefits of spay/neuter.
- Flyers, posters and brochures will be distributed to rental offices of large apartment communities that permit pets...

C-8: PROJECT SUPPORT

THE PROJECT SUPPORT section should document how the Applicant has made an effort to coordinate with Animal Control (and others) to gain support for their project.

Applicants must attempt to coordinate with Animal Control Agencies and shelters, and others as appropriate for their endorsement and concurrence that the proposed project would be helpful in reducing shelter intake and euthanasia numbers. Should an Applicant be unable to coordinate with or gain support of Animal Control, it is important to provide details of your attempts and results in the application.

Ways to demonstrate support may include providing with the application:

- Letter from animal control agency servicing the project area (if this is not possible, Applicant should explain why it is not included).
- Support from county/city council, social service agencies, etc.
- Letters from other organizations, community groups, other animal welfare organizations, etc.

C-9: KEY PERSONNEL

KEY PERSONNEL section should very briefly identify the project personnel and their role. This section need not contain lengthy biographical information. It should exclude veterinarian(s) and technicians as this is covered in Section C-10.

Here are some examples of concise Key Personnel sections:

- *Xxx X. Xxxx, Executive Director-overall administration of project and support for outreach*
- *Xxx Xxx (President) and Xxx Xxxx (Vice-President) will lead this project along with Xxxx Xxxx (Outreach Coordinator), writing all promotional materials and placing ads, articles, etc. Several volunteers will field the public inquiries and make the appointments.*

C-10: VETERINARIAN PRACTICE/CLINIC & CAPACITY

It is important that you ensure that any veterinarian(s)/clinic(s) you propose to use can perform the surgeries you propose within the period of performance. By checking the box on the application you are indicating that you have discussed this increased workload with your proposed vet/clinic and have been assured this commitment can be met, if funded.

As part of the application review, all veterinarians and clinics proposed must be in good standing with the Maryland Board of Veterinary Medical Examiners. The **name and Maryland license number** of any veterinarian and/or clinic proposed to be used must be provided in this section so that MDA may confirm the provider's standing with the Vet Board.

D: BUDGET LINE ITEMS AND JUSTIFICATIONS

D-1. The Budget Line Items: This specifies how the grant dollars are to be used and consists of an itemized list of expected expenditures. **It is important to be a clear as possible.** Lumping items using vague descriptions (such as "handout materials", or "transportation") is not acceptable, and vague budget items will be redlined and not considered, nor will MDA seek clarification during the review process. Vague budget items can impact your application ranking. Please be precise.

In addition, you must clearly demonstrate that each line item (with the exception of the rabies vaccine request and surgical costs) is necessary to the project, and relates to the purpose of the Program: sterilizing cats and dogs to reduce shelter intake and euthanasia. **It is up to the submitter to provide a level of detail in the application that leaves no question as to what the budget item is for.**

For more critical information on Budgets, such as allowable and non-allowable expenses and how to present them please see the Universal Guidance budget section above.

D-2. BUDGET JUSTIFICATIONS: This is an important section as it helps the reviewers understand why you are asking for budget items beyond surgical costs. If specific budget items are integral for the success of your project, the reviewers need to know how and why. Here you should list your budget items and give a justification for need and the cost. As an example: Transportation costs may be justified that the best and most cost effective surgical providers require animals be transported a distance that would be prohibitive to owners if the project did not supply the transportation.

E: COST SHARING & IN-KIND CONTRIBUTIONS

COST SHARING & IN-KIND CONTRIBUTIONS: is to list any financial or other quantifiable support for the project donated or contributed by the applying organization or others, and can include matching grants or commitments for other leveraged funds. This can be commitments of real dollars or contributions of time, materials, services, or personnel that can be quantified in dollars. These items should be related to the project goals.

Although not required, efforts to share project costs and thereby make grant dollars go further is an overall Program goal and is important to list on your application. Cost sharing contributes to the total value of the work that can be performed and can add weight to an application during the review process. By leveraging grant funds with outside funds and resources, a project can provide a more efficient use of limited Program funds and be more competitive.

Ask some of these questions:

- Is our organization or another organization donating any additional services like microchipping, other vaccines, flea treatment or other services not covered in the Veterinary package?
- Are we using volunteers or other groups to help gather information, meet with the public or help transport pets, etc? If so, how many hours do we estimate we will use and using a minimum hourly rate, how much is this time worth in dollars?
- Are we going to use some funds from other grants to cover some of the costs in executing this proposed project?
- If licensing is a requirement, is your department or organization in some way covering that cost?

Do your best to think of all the contributions and quantify their worth in dollars. This can only help your application in the review process.

Here are a few good examples of some cost sharing from previous applications:

- *Cost of wormer, Feline Leukemia, distemper shots, transportation, food and shelter during recovery-\$12,460*
- *Real dollar contribution to cover ancillary medical care not covered by the grant-\$5,000*
- *In-kind contribution in form of steeply discounted vet. Services-\$21,200*
- *Commitment from local government for contribution to provide department van up to 3 days/month for transportation of animals to veterinarian. 3 x 6 months = 18 days. Estimated value \$1800.*
- *Funds from XYZ Inc. for part time project start-up coordinator. 10 hrs/week x 20 weeks. \$3500.*
- *Funds from ABC Rescue for 10 transport carriers at \$100. Ea. \$1,000.*

F: MATCHING GRANTS/FUNDING

There may be instances where a proposed project is dependent on the Applicant being awarded another grant or additional funding, either from this Program or another source. If a proposed project is dependent on other grants or funds, Applicant must provide details including the source of funds, amount, requirements of the funding, the date of the award, and copies of application, agreement, and other relevant materials. Applicant should provide a detailed explanation of how the different funding sources will be utilized with respect to the project and each other.

If the proposed project is dependent on the receipt of another pending grant and the grant has not been approved by the time final decisions are made for this grant, this may be the basis to delay or reject the proposal.