



# MARYLAND DEPARTMENT OF AGRICULTURE 2016 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.*

## BASIC GUIDELINES FOR ALL GRANT APPLICANTS

The following information under the GOLD banners is general guidance with important Program information and other details that may apply to your application. Please read this information first before proceeding to the application-specific guidance under the GREEN banners.

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 grant program. Applicants should familiarize themselves with those provisions of the Maryland Code. [Program Regulations](#) Link and the [Statutory Link](#)
- 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 and any history of violations may be a basis for denying funding. If such prior violations exist, the applicant should provide a thorough explanation in the application of the violation and how it has been rectified.
- The program generally 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.

### 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](http://grants.maryland.gov).

The applications are downloadable fillable WORD forms that must be filled out in full and submitted to MDA by close of business (5:00 PM EST) by 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 and missing information. Save your completed form to your computer. Be sure to fill out the entire application form. Incomplete applications will not be reviewed.

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

- A Price Assurance Form from the veterinarian(s) or clinic used as indicated on the application. The required form is available on the Spay and Neuter Grants Program webpage.
- For non-government applicants: Copy of most recent 990 Form (if required) or other appropriate tax form confirming tax exempt status.

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](mailto: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.

This email address ([mda.spayandneuter@maryland.gov](mailto:mda.spayandneuter@maryland.gov)) must only be used to submit applications, Quarterly Project Progress, and Final Project Fact Sheets and **not** for any other inquiries or correspondence. For any other Program-related correspondence, please contact [Jane.Mallory@maryland.gov](mailto:Jane.Mallory@maryland.gov) or call Jane Mallory, Program Coordinator, Spay and Neuter Grants Program at (410) 841-5766. Any emails that are not application or report submittals sent to [mda.spayandneuter@maryland.gov](mailto:mda.spayandneuter@maryland.gov) will not be answered or forwarded.

**Number of applications and continued support:**

Multiple project proposals submitted by the same applicant are permitted but not encouraged. Qualified applicants may apply for one or more project types, but must submit separate category-appropriate application forms with appropriate supporting documents. Pet-Focused, Feral Cat-Focused and Capital Expense/Equipment projects may not be presented in the same application form.

If submitting multiple 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 all the applications combined. 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.

Organizations submitting multiple applications must indicate which application has the highest priority. The Spay and Neuter program has limited funding and receives far more proposals than can be funded in any given year.

### **Joint applications:**

Multiple organizations may partner and present a joint application. In this case, a LEAD Organization must be specified in the application to be the recipient of the funds if funded. All organizations must agree that the Lead will allocate funds to the partner in whatever schedule the partners 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. If more than one of the joint applicants maintains a shelter, both organizations are required to report shelter survey data until the program sunset in 2022.

### **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 your application and detailed work plan 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 applicant to limit expenses to those that most effectively and efficiently increase spay and neuter services and reduce intake and euthanasia.

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

However, detailed breakdowns are not required for the veterinary sterilization package offered by the veterinary practice.

**Rabies Vaccine:** A rabies vaccination is required for all dogs and cats without 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. Be sure to factor this into your budget. All budgets must include the cost of rabies vaccine for each animal, capped at a maximum \$5.00/dose.

**Other medications:** 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. You should budget for any equipment or medicine, including post operative pain medicine, as the attending veterinarian deems appropriate for a spay/neuter service. These costs are generally included in the Veterinary Services line item.

### SOME COMMON ALLOWABLE AND PROHIBITED EXPENSES

The following are examples of some 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.

- **Special training:** MDA requires any recipient of grant funds to meet all standards of care set forth by the Maryland Board of Veterinary Medical Examiners for the practice of veterinary medicine in the State of Maryland ([Maryland Standards and Practices](#)). We strongly support training for individuals that further elevate capabilities in spay/neuter techniques for High-Quality High-Volume Spay/Neuter (HQHVSN) operations. Special consideration may be given to grant applicants who have this specialized training or are proposing for this specialized training. Likewise training in the proper and safe application of non-surgical zinc neutering (such as neutering with Zeuterin™ injectable solution) is also allowable. Funding requests may include the following types of costs: expenses associated with travel, lodging, and course costs in these techniques. This should be detailed in budget line items as to who would attend, where, what program will be attended and cost per person per day. Training requests should be connected with a proposed pet or feral cat-focused project.
- **Equipment and supplies:** This covers those medical and non medical items (durable or exhaustible), that directly results in an increase in the number of spay/neuter procedures and which are necessary for the applicant to carry out the project. If a durable equipment request in this budget category exceeds \$5000 you must prepare and submit a separate Capital Expense Application. These items must be related to and explained in the project work plan, and must be 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.

**Capital expenses/equipment requests** are generally larger (greater than \$5,000) equipment requests and do not include funds requested to perform a set number of procedures (such as pet-focused or feral-focused applications). Equipment requests in this category may include durable surgical equipment and surgical supplies for a new stationary spay/neuter clinic, for the expansion of an existing clinic or to obtain and equip a mobile clinic. You must make a case that the capital expense/equipment will aid in increasing the number of spays and neuter procedures and the number of altered animals in Maryland, and explain how it will have a lasting benefit to the program purpose beyond the term of the grant. *More information about capital expense/equipment requests may be found in the Capital Expense/Equipment Guidance and Application form.*

- **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. Transportation assistance should be calculated at the cost per mile. The applicant should use the IRS determined rate. <https://www.irs.gov/uac/Newsroom/2016-Standard-Mileage-Rates-for-Business-Medical-and-Moving-Announced>
- **New technical staff or other personnel:** This expense is limited to personnel necessary to effectively and efficiently increase the delivery of spay and neuter procedures related to the proposed project as detailed in the work plan. Examples might include: outreach coordinators, or transport drivers. This is only intended to increase staff, not replace existing personnel and this must directly relate to increasing the number of spay and neutering procedures and altered animals by the applicant. Personnel requests must relate to the activities in the proposed project and generally applicant should be able to show there are special circumstances or other unique challenges requiring personnel costs. The cost of new staff is only covered during the period of performance of the grant and not in perpetuity.
- **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 work plan.
- **Veterinary sterilization package offered by the veterinary practice:** All costs associated with providing the veterinary services and sterilization procedure should 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.

\*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.

## 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 therefore may not be considered.

- **No Co-Pays Are Allowed:** Requiring a co-pay for any service or cost is not permitted for projects funded by this program. The cost of procedures must be all inclusive (materials, veterinary services, rabies vaccine, 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 the spay/neuter services paid for under this program cannot be contingent purchasing other services.

### Examples of expenses that may not be 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.
- 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 get subsequent approval from the Program Coordinator to use project funds to cover the cost.
- Education curriculum development. This type of expense is under review and currently not considered an allowable expense.

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.

## TARGET AREA AND TARGET NUMBERS

### Target Areas:

Whether an application is focusing on pets, feral cats, or for 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 locations 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. *Not every target site must be done at once.*

### 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 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 as to what would be the best target area. For those counties without county shelters or with limited facilities, applicants should investigate whether applicant's target area contributes to the adjacent county shelter's intake. All coordination should be discussed in the application and any letters of support should be included.

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 coordinate with the contact person for that project 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 should determine this number based on how many unaltered animals are currently in the target area. Applicants should discuss the method by which they estimated the number of unaltered animals living in the target area (either by use of proven formulas detailed in the specific guidance below or by direct knowledge, such as reliable data on feral cat colony size, etc).

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 anticipated when using a formula to estimate numbers, 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 by the applying organization.

### **Estimating Number of Unaltered Pets:**

For Pet-Focused applications it is important in the Target Area section to provide an estimate on the number of unaltered pets in your target area. This may also be useful information in a Capital Expense/Equipment application to demonstrate need and justify the request for funding and a Feral Cat-Focused application in any discussion on the correlation of unaltered pet cats and the subsequent populations of feral cats in a target area.

Please estimate the unaltered pets in your 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 printout of your calculation with your application.

[Demographic Guidelines and Tool](#)

[Pet Estimate Tool](#)

## **REVIEW AND NOTIFICATION PROCESS**

The grant review process from the submittal deadline to notification of approval is usually completed within 60 days. During this time, MDA conducts a Due Diligence check on all applicants to confirm eligibility, tax status, good standing of project veterinarians with MDA Vet Board, and good standing of applicant with local animal control agencies. 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 Primary Point of Contact listed on the application. Notifications are sent as promptly as possible after the final funding decision by the Secretary.

MDA sends out grant agreements to grant recipients within 30 days following approval. MDA will notify the recipients by emails when the Grant Agreements have been mailed out. Grant recipients must return their signed agreements to MDA 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**

Applicants should keep in mind that **this is a competitive grants program** with limited annual budgets. 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.

- Incomplete Application or Incorrect Format: All application fields MUST be filled in and returned to MDA in WORD format using the correct application form.
- 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 or information.
- Limited Resources/Budgetary Constraints: Grant budget for the proposed project is inadequate to accommodate the request.
- Application does not establish applicant's ability to complete the project.
- Request Does Not Meet RFP requirements and program guidelines.
- Other Concerns/Poorly Presented: Application is vague or incomprehensible, contains excessive errors. Putting information in the wrong section of the application hinders the review process.
- 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 described and unjustified budget items.
- Failed to demonstrate an attempt to coordinate with animal control and/or correlation between their project and the intake and euthanasia data from the county shelter.
- Failed to indicate how many surgeries would be done with the grant funds and what the cost per animal would be.

- 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.).
- The proposal duplicates an existing effort.
- Project site falls outside of Maryland.
- Failed to demonstrate that they considered MDA’s recommendations on any turnaround notice for previous applications.
- Unrealistic number of animals proposed to be altered in the given time frame.
- Missed the stated submittal deadline on the RFP.



## 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 be list the month/year of the start and completion date of the proposed project. There may be one to 3 months before awards are made and agreements sent and signed, 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 the time you estimate to complete the proposed funded effort. A project does not necessarily have to be limited to 12 months, if you feel more time would be needed.

### C-2: PROJECT DESCRIPTION

**THE PROJECT DESCRIPTION** section should consist of 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).

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 AND PROJECT IMPACTS** 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.

In the first part of this section in the spaces indicated, 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 should match the cost per animal on your budget line item called Veterinary Services. If you are targeting both cats and dogs and cannot anticipate how many of each sex you will alter, you can assume 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.

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.

Applications must identify a method that can measure impact of project on shelter overpopulation using objective reliable data (anecdotal information is not adequate). Applicants should provide the most recent intake and euthanasia data for each shelter the project will impact, 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 beneficially impact shelter numbers. If your project would benefit shelters in other counties, don't forget to include that!

**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](mailto: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.**

### **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 S/N 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 should also be quantified in the Cost Sharing and In-Kind Contributions section.

This section should also include the names of the veterinarians and/or clinics that will provide the surgeries.

### **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 identify the county in which the project will occur and the shelter(s) that will benefit from the proposed project. **Be sure to review the critical Target Area section in the General Guidance above and use the Pet Estimate Tool.**

This 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. You will also be required to provide a **map** with your application that delineates or pinpoints your target area location.

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 city or town, rather than a whole county. If you propose to target more than one more location, neighborhood, 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 should 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 might 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. Please see the *Q and A and Project Examples* document for more helpful information.

It is also highly 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 an example 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 Zipcode 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**

**THE DETAILED WORK PLAN** section is critical and should list all activities and/or tasks and the sequence that will be performed that are necessary 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. In this section you should also justify budget items. Use of bulleted statements where possible should save text and provide clarity.

The work plan must include the eligibility criteria you plan to use to qualify recipients of the spay/neuter services (income level thresholds, assistance programs, etc.). 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, please explain how you have determined the target area to be low income.

## 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 P/T 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. 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.

This should also include plans for reaching out and coordinating with local animal control and shelters in your target area for concurrence that your project will be of benefit to them and for their endorsement and cooperation should your project be funded.

It is highly 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) generally are not enough.
- Research proves that effective spay/neuter outreach requires a personal touch – i.e. boots on the ground, ongoing 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.

It is recommended that applicants 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 intake and euthanasia numbers.

**Ways to demonstrate support may include providing with the application:**

- Letter from animal control agency servicing the project area
- Support from county/city council
- Letters from other organizations, community groups, 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.

**Here are some examples of concise Key Personnel sections:**

- Xxx X. Xxxx, Executive Director-overall administration of project and support for outreach
- PT-Clinic Assistant-outreach to target population, scheduling and transportation for grant recipients, intake and discharge of additional scheduled animals, assistance in clinic to facilitate additional surgical load-animal pre-post surgery observation, cleaning of kennels, equipment, and surgical items
- Xxxx Xxxx, Animal Care Manager-supervise care of animals in clinic and handle any discharge follow-ups
- Xxxx Xxxx, Clinic Vet Assistant-vet assistant during surgeries

- Dr .Xxx/Dr. Xxxx, DVM-vets performing surgery
- Xxxx Xxxx, Customer Service Supervisor—assist with outreach and supervise administrative functions and Scheduling

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. Dr. Xxxx Xxxx, our lead veterinarian, will oversee the medical aspects of these events.

## D: BUDGET LINE ITEMS

**The Budget Line Items section** specifies how the grant dollars are to be used and consists of an itemized list of expected expenditures. **It is important to be as clear as possible.** Lumping items using vague descriptions (such as “handout materials”, or “clinic supplies”, or “additional personnel”) is not acceptable, and vague budget items will be redlined and not considered, **nor will MDA seek clarification during the review process.** Your application and work plan should clearly demonstrate that each line item 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 crucial details on Budgets, please see the General Guidance section above.**

## 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.

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 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 you 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.*
- *Matching grant from XYZ Inc. for part time project start-up coordinator. 10 hrs/week x 20 weeks. \$3500.*
- *Matching grant from ABC Rescue for 10 transport carriers at \$100. Ea. \$1,000.*