MARYLAND DEPARTMENT OF AGRICULTURE
2018 Spay and Neuter Grants Program Guidelines for

Capital Expense/Equipment 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 PINK 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.

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COMPLETING AND SUBMITTING AN APPLICATION

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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:
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.

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 <u>travel assistance outreach element</u> 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 o 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 <u>increase staff, not replace</u> 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.
  - o The Applicant must make a strong case in their Budget Justification section for the need for a staff position.
  - o The cap on Program funds that may be used for this position is $12/hr, inclusive.
  - o 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

<u>The Program has limited annual funds</u>, 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.** Providing only 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.

CAPITAL EXPENSE/EQUIPMENT APPLICATION

The following information is guidance to those Applicants who are proposing projects that provide funding for capital expenses (equipment) only.

The Basics:

Equipment requests may only be considered if the intended clinic is near ready for operation, and will be ready for operation once surgical equipment is obtained. Clinics still in the construction stage will not be considered.

If you are considering submitting a capital expense/equipment application, please consider the following: Capital expense/equipment requests must result in an increase of no/low cost spay and neuter services to low-income communities or feral cats, and must result in a reduction in shelter intake and euthanasia consistent with the purpose of the Program. It is imperative that any capital expense/equipment application demonstrates the request will be an effective and efficient use of the Program funds, with well-defined targets and goals, and supported by a strong business plan with adequate financial data.

All capital expense/equipment projects must have a minimum 5 year period of performance.

Request Amount:

There is a $5,000 minimum for a Capital Expense/Equipment request. Equipment requests less than $5,000 should be part of a pet or feral cat-focused application. While there is not currently a cap on the amount that can be requested, Applicants should be aware that the overall program annual budget is finite and it is the Program's goal to increase spay/neuter and reduce animal intake to the greatest extent possible for as many areas of need as possible for each cycle. Because funds are limited, capital expense/equipment requests should be reasonable, and a request that represents a substantial percentage of the overall program budget is likely not to be recommended. Be thoughtful in your request, look for any opportunity to cost share and obtain the best price possible for purchases.

Examples of What Will Be Considered:
- Durable surgical equipment for outfitting a new low cost spay/neuter clinic or the expansion of services at an existing low cost spay/neuter clinic.
- Durable surgical equipment to retrofit a vehicle to serve as a mobile low-cost spay/neuter clinic.
- Purchase of a new or used equipped mobile clinic to be used as a low-cost spay/neuter clinic.
- Purchase of upgraded equipment if the proposed upgrade will <u>substantially</u> increase surgical capacity.
- Medical supplies needed to operate a new clinic for the first 3 months.

- High Volume/High Quality Spay Neuter Surgical Training in connection with a new or expanded clinic. (See below for more on this topic)

Examples of What WILL NOT Be Considered:
- Equipment for clinics not yet constructed or currently under construction and permitted.
- Office equipment, office supplies, computers, and anything else not required to perform spay/neuter procedures.
- Building construction and building leases or other capital campaign expenditures.
- Reimbursements for equipment already purchased.
- Cost of replacement of old equipment (unless an upgrade will increase capacity).
- Other vehicles (transport of animals should be proposed as part of a pet or feral cat-focused project and be presented as a cost/mile budget item request).
- Equipment primarily for sheltering animals or maintaining feral colonies after spay or neutering.
- Personnel costs and salaries for staff.

5-Year Commitment of Low/No-Cost Surgeries:
In order to maximize the impact of capital expense grants to expand existing clinics, open new clinics, or operate mobile clinics, Applicants for this type of funding must demonstrate a commitment to provide 3,000 low cost/no cost procedures for low income Marylanders and/or feral cats in the first 2 years of operation and 3,000 procedures in each of the following years until the 5 year period of performance of the project is completed (as specified by the Applicant and stated in the Grant Agreement). See more about the period of performance below.

The new or expanded clinic must be used primarily for the spay/neuter of pets of low income Marylanders and feral cats. If the Applicant also operates or provides sterilization services for an animal shelter, a maximum of 25% of the surgeries provided in the clinic can be used for shelter dogs and cats.

Specific Resources for Mobile Clinics:
Applications for mobile clinics will be considered. However because these can represent a sizable commitment of Program dollars, it is important that Applicants explore all options available, such as considering whether to purchase a new or used vehicle or retrofit a vehicle the organization already has. Finding ways to cost-share the project, including working with partner organizations and other grant opportunities, could make your application stronger.

For those considering a mobile clinic, here are some helpful information sources:

The Guidebook to Mobile Spay/Neuter Clinics (from SpayUSA.org.) a compilation of information, reports, flyers and other materials from programs from across the country.
http://www.spayusa.org/assets/pdfs/guidebook-mobile-spay-neuter-clinics.pdf

Examples of some mobile clinics in operation:
http://www.aspca.org/nyc/aspca-mobile-spayneuter-clinic
http://www.1888spay4la.org/

https://ag.tennessee.edu/news/Pages/NR-2014-11-SpayNeUTerClinic.aspx
A variety of materials compiled by the ASPCA: and accessible on the ASPCA website
http://www.aspcapro.org/search/index/mobile%20spay%20neuter%20clinic

> Did you know that additions to existing clinics and mobile clinics must be inspected and licensed? Did you know that if you purchase an existing clinic or used mobile clinic, the license may not be transferable and you may need an inspection and new license? If you have questions contact the Maryland State Board of Veterinary Medical Examiners http://mda.maryland.gov/vetboard/

HQHVSN Training:

High Quality/High Volume Spay Neuter (HQHVSN) training is essential to the efficient and effective running of any spay/neuter clinic. This specialized training helps veterinarians and support staffs maximize the number of procedures they can perform and thus increase capacity. Therefore, for any capital expense request the Applicant must provide documentation that one or more of their personnel has training (with at least one of these personnel being a vet) or the equivalent skills. If none of the staff has had this training, it must be included in the Capital Expense application. Applicants can propose funding for training costs (including travel, expenses and course costs) for up to three people (one of which must be a vet if there is no vet with training on staff already). If the veterinarian does not have a certificate of attending a specialized training, but otherwise has experience in providing high quality high volume spay neuter services, that experience can be detailed in a letter from the veterinarian in lieu of attending a specialized training program. The letter should state the average number of cat spays and neuter surgeries and dog spay and neuter surgeries that they can perform per hour.

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.

For information on this training, visit: Humane Alliance at http://humanealliance.org/vet-training

Business Plans:

Capital Expense/Equipment applications must include a Business Plan with their application, including detailed financial projections for the project. The project business plan should include, among other things:

1. A copy or summary of your organizational business plan and mission statement.
2. Project details, work plan, and marketing/outreach plan.
3. A discussion of the proposed target area and why it's in need of additional low cost/no-cost spay neuter services. This must include demographic data (people, dogs, and cats), shelter data for all impacted shelters, and an explanation of how the project is expected to impact shelter intake and euthanasia.

4. Detail how the organization will fund the startup of the new clinic or expansion of existing services, and how the ongoing operation of the clinic will be self-supporting during the 5 year period of performance and beyond the 5-year period of performance if the equipment life span is in excess of 5 years.
5. Provide a clear understanding of the Applicant's current finances, including balance sheet, the amount of funds in reserve, detailed current budget and projected budgets, fundraising plans, and other relevant organizational financial information.
6. Provide a clear understanding of the Project financials, including project balance sheet, project budgets (5 years), and a complete summary of all project financial information regarding startup costs and ongoing operational costs.
7. Detail how the clinic will be financially self-supporting without additional funding from MDA.
8. If construction or retrofitting is required before Applicant will be ready for the funds to begin the project, the Business Plan must clearly explain the timetable for completing the work and when the Applicant will be ready for receipt of the grant funds.
9. The plan must discuss obtaining an inspection and license by the Maryland Board of Veterinary Examiners.
10. Business Plans for Mobile Clinics must provide an Operation and Maintenance Section that discusses how and where the vehicle would be used and stored, identify insurance, inspection certificates, maintenance schedule, and how operation and maintenance costs will be covered for the duration of the project.

Some resources on Business Plans and Marketing Plans that may be helpful are available on the Program webpage.

Reporting Requirements:
The Program must demonstrate that each expenditure of Program funds is increasing spay and neuter and thereby decreasing intake and euthanasia statewide. Recipients of capital expense/equipment funds will be required to provide quarterly progress reports for the full 5 years of the project period of performance. Reports will detail the number, type and location of no cost and low cost procedures performed each year, challenges faced, and any updates to their program. Mobile clinics will also be required to provide maintenance records, proof of insurance, and mileage. Templates for reports will be available on the Program webpage.

Equipment and Vehicle Ownership Disposition Agreements:
Capital expense/equipment requests typically represent a substantial commitment of Program funds for items that are durable and valuable long after project's 5 year period of performance. MDA must ensure that equipment purchased with Program funds are used for the purpose and term stated in the Grant Agreement. If for any reason a recipient cannot fulfill the obligation in the Grant Agreement, the equipment (including any mobile clinic vehicle purchased with program funds) must revert back to MDA.

The sale, transfer, donation or disposal of equipment or mobile clinics is strictly prohibited. Equipment or mobile clinics that are not used for a period more than 3 consecutive months may be signed over and returned to MDA.

APPLICATION GUIDANCE

The following provides guidance on selected application sections in the Capital Expense/Equipment Application form. The Applicant should also carefully review the Universal Guidance above (under the GOLD banners) for additional helpful information, especially with regard to general program prohibitions and requirements, and budget guidelines.

C-1-A: PERIOD OF PERFORMANCE

THE PERIOD OF PERFORMANCE: The period of performance is the length of time the capital expense will be used to provide no cost/low cost procedures for pets of low income Marylanders and feral cats under the grant. The period of performance for all capital expense grants is a minimum of five years. You should list the month/year of the acquisition of the capital expense item(s) as the start date, with the end date to be at least 5 years beyond the start date.

When choosing your dates, you should keep in mind that after the application due date, there may be four months or more before awards are made and funds are received, so you should choose your start and end date with this in mind. If awarded, the start date may be adjusted if needed.

C-1-B: REQUEST TYPE

In this section you should describe your request. Examples of some request types can include durable medical equipment and expendable medical supplies (allowable only for the first 3 months of operation) for a new or expansions of an existing clinic, equipment for retrofitting a van or RV to serve as a mobile clinic, a new or used mobile clinic.

Rentals and leases, construction, office equipment, and operating costs **do not qualify**. The Program also will not fund reimbursements for items already purchased or replacements of existing equipment (unless funding an upgrade in equipment that would result in a substantial increase in capacity to perform procedures), or projects intended to serve only shelter animals. As noted above, the clinic must primarily be used to spay/neuter pets of low income Marylanders or feral cats, and a maximum of 25% of the clinic surgeries can be for shelter animals.

This section should be brief: one or two paragraphs that summarize your intent. The specific details are asked for in other sections of the application form.

Check and fill in only the section that applies to your specific request. In those sections that do not apply, fill in "N/A". Your discussion of NEED should include a discussion of your Target Area (the area where you plan to provide or currently provide service and how your service area may possibly expand if funded).

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. Organizations that also collect their own data on cat colonies and areas of need or citizen complaints can discuss it here.

This information is Public Information and is obtainable from the county shelters upon request. MDA also will provide this information upon request.

> **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 specific locations that are sources of intake for shelters.** This information must come from the shelters themselves or other knowledgeable organizations.

It is understood that some counties do not collect cats or cat data and rely on private organizations. In cases such as this it is recommended Applicant query these private organization for information and adjacent counties be contacted to determine if cats from the target area or county end up in other county shelters. If this is the case please provide their shelter data with estimates or numbers of how many of these cats are from the Applicant's target area.

Applicants should also consider asking Animal Control Departments for any statistics pertaining to the number and location of citizen complaints about cats/dogs and cat/dog road kills, both of which can help identify problem areas that can be proposed as target areas.

You must demonstrate a need for additional spay/neuter services in your target area that is not being met with available services. You should include demographics, how you predict your project will impact shelter intake and euthanasia numbers and to what extent, and estimate of the number of intact animals (both pet and feral) in the target area. You must also discuss the current availability of low cost spay and neuter providers serving the target area.

C-2-A- Equipment for New Clinics (stationary or mobile):
Applicants must clearly demonstrate the need for additional low-cost spay neuter services in the target area. Applicants should discuss the present availability of no cost/low cost spay and neuter facilities and services in the target area, and provide an assessment of currently available

services and the need for additional services in the target area. Identify existing low-cost clinics and providers, and discuss the proximity of these existing clinics to the targeted low income populations and feral colonies. To the extent possible, applicants should discuss the backlog or wait period of those clinics in the area, if any, to demonstrate the need for additional spay/neuter services. Applicants should coordinate with local Animal Control and shelters to verify that additional low-cost services are needed and the areas of most need.

C-2-B-Equipment for Expansion of Existing Clinics:
Applicants must clearly demonstrate a need for additional low-cost spay neuter services in the target area (see C-2-A above). They should also discuss how many no/low cost procedures they have performed for the last 3 years, any backlog and wait time they currently have, and how the requested equipment will help to address the need.

C-3-C-Other:
The Program encourages innovation. If you have a concept for providing spay and neuter to pets and/or feral cats that require equipment but don't exactly fit under C-2-A or C-2-B above, discuss it here. Use the guidance in the previous paragraphs above as guides to the information that should be discussed.

NOTE: All sections above must include a **Map**, delineating where service will be, or currently is offered. The map should be on a separate document and included with the completed application form. This can be a PDF with the area indicated by a hand-drawn or computer generated polygon.

C-3: EXPECTED BENEFITS

THE EXPECTED BENEFITS section is one of the most important sections of the application as this is a way to measure the success of your project and how your project helps meet the goal of the Program: to reduce intake and euthanasia in Maryland shelters. **It is important that benefits be quantified to the extent possible.**

C-3-A-Expected benefits that will be derived from this capital expense:
Discuss the overall increase of services that are needed in the target area in terms of how the proposal will increase your capacity and efficiency, and the provision of spay/neuter services to low income Marylanders and/or feral cats. Explain and identify to what degree you expect this project to impact intake and euthanasia at shelters in your target area. To what extent will this increase your capacity? Your annual spay/neuter numbers? Your efficiency? Your service area? To what extent will this address the identified community needs for low-cost/no-cost services?

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 by providing documentation of your communication attempts, 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!

C-3-B-Commitment to provide service:
Capital expense items are often expensive durable items that have a use and value well beyond the funding year. In order to justify allocating funds for clinics or mobile clinics, Applicants must commit to provide a minimum of 3,000 low cost/no cost procedures over the first 2 years of operation and at least 3,000 low cost/no cost procedures every year thereafter until the completion of their period of performance (i.e. years 3, 4 and 5).

C-4: ORGANIZATION'S SPECIFIC QUALIFICATIONS AND PLANS

Applicants applying for funds for capital expenses should demonstrate to MDA that the Applicant is qualified to make use of the equipment in the request and has the capacity to be self-sustaining for the period of performance (5 years) without additional funding from MDA.

In addition to what has been provided in Section B (and without repeating this information), please discuss your organization's specific capabilities or experience with regards to this proposed capital expense. For instance, if you are applying for equipment for a new clinic, please discuss your prior experience or knowledge with the operation of a clinic. If applying for a mobile clinic, discuss your organization's experience using and maintaining this type of equipment. This discussion need only be several paragraphs with details to be presented in the required Business Plan.

Business Plans:
This is a very important element of a Capital Expense Application, and Applicants should carefully review the details above and resources and examples provided. The Business Plan will demonstrate to MDA that the Applicant fully understands what is involved in the operation of a clinic and has realistic expectations of what is required. Applicants must provide a Business Plan with detailed financial data for the establishment and the first 12 months of operation of the clinic. Financial estimates for the term of the project (minimum 5 years) must also be provided. This plan should include details about the progress of any building or retrofitting/updating of any existing structures that will house the clinic, including a description of what has been accomplished up to the date of the application, a timeline for completion, and financial details. Buildings and retrofits must be completed prior to releasing any funds for equipment purchase.

Failure to provide a business plan will mean your application is incomplete and will be removed from consideration.

Applicants requesting funds for a mobile clinic must also include an Operations/Maintenance and Use section to their plan that addresses the cost and resources required to maintain the vehicle.

D: CAPITAL EXPENSE BUDGET SPECIFICS

D-1-Capital Expense Cost:
The fiscal goal of the Program is to ensure that every dollar is spent wisely and ultimately increases spay and neuter state-wide to the maximum extent possible. It is for this reason we ask Applicants to be as cognizant as possible about the Program goals and limited funds per cycle. Applicants should plan to utilize Program funding as efficiently as possible. In this section, Applicants should discuss why they chose a specific vendor or equipment option.

For example, these types of consideration should be included in this section:
-An Applicant requesting funds for a mobile clinic may have located a good used clinic that would fit their needs and be more cost effective than a new clinic, even if it means going out of state to purchase it.
-An Applicant may already have a vehicle that can be retrofitted as a clinic.
-An Applicant may have a discount agreement with an equipment supplier.

The Applicant must also provide a list and vendor quote for the item(s) they wish to purchase with Program funding.

D-2-High Quality/High Volume (HQHV) Spay/Neuter Training:
In this section the Applicant must detail who in their organization has had this training or equivalent skills. At least one vet should have HQHV training or equivalent skills. If none have been trained in this technique or have comparable abilities, the application must include budget for training up to 3 persons, with one of those being a vet.

Please include the name and position of each candidate proposed for training. Budgets may cover course fee, travel and lodging. Please be sure to include this cost in the total request in Section A.

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.**

D-3-Cost Sharing:
Cost sharing is strongly encouraged, especially for capital expenses that typically have a use and value to an organization beyond the Grant Agreement period of performance. Efforts to demonstrate cost sharing will be looked on favorably during the review process.

In this section please detail what your organization (and any partners) will **directly contribute** to this effort. This may be donated equipment, supplies, personnel time, etc. Applicants should estimate a dollar worth to any in-kind contributions to the best of their abilities.

D-4-Matching Grants/Funding:

Any grants or funding from other sources that have been secured or are expected should be detailed here with explanation of how it relates to the project. This should include amount, source, terms and conditions, and date or expected data of approval. Copies of application and approval (if received) should be attached. If matching funds are contingent on Applicant receiving funding from this Program, you must indicate that here and explain how the grants are related and dependent on 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.

E-PROJECT SUPPORT AND ENDORSEMENTS

As stated in Section C-3-A, Applicants must coordinate with County Animal Control and shelters to corroborate that a clinic or increase operational capacities would be beneficial and help reduce intake and euthanasia in the target area. The Project Support section should document how the Applicant has made an effort to gain support for their project. In addition to support letters or emails from local Animal Control and Shelter managers, endorsements can also be provided from other local government agencies and other organizations.