



MARYLAND DEPARTMENT OF AGRICULTURE SPAY AND NEUTER GRANTS PROGRAM



INSTRUCTIONS FOR FERAL CAT-FOCUSED APPLICATIONS

The following information provides important instructions and examples that apply to Applicants submitting Feral Cat-Focused applications. Please read the Program information under the **gold banners** and the Application-specific information under the **blue banners** thoroughly. A clear understanding of the legislated purpose of the Program, the requirements, and the Program specifics is crucial to a successful application.

The Program has 3 categories of grant applications: Pet-Focused, Feral Cat-Focused, and Capital Expense/Equipment Requests. Each focus has its own application form and focus-specific instructions document.

MAKE SURE you use the correct application form and correct Instructions for your specific category of project before going further.

THE PURPOSE OF THE PROGRAM

The Maryland Department of Agriculture (MDA) is offering grants pursuant to [MD. AGRICULTURE Code Ann. § 2-1602 \(2013\)](#). The law stipulates the purpose of the Program as the following:

“The purpose of the Fund is to reduce animal shelter overpopulation and cat and dog euthanasia rates by financing grants to local governments and animal welfare organizations for programs that most efficiently and effectively facilitate and promote the provision of spay and neuter services for cats and dogs in the State.”

THE PROGRAM ELIGIBILITY AND REQUIREMENTS

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

ELIGIBILITY AND FUNDING CRITERIA AND REQUIREMENTS

Eligibility criteria that must be met to apply for this grant:

- 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 Maryland Spay and Neuter Grants Program. Applicants should familiarize themselves with those provisions of the Maryland Code. [Program Regulations](#) Link.

- The Program does not provide support to organizations that have lost their IRS tax-exempt status, have unusually high administrative expenses, or show indicators of financial mismanagement. 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).

MAKE SURE your organization is in good standing with the IRS and the State of Maryland before starting your application.

- 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 the 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: MDA.maryland.gov. Applicants with shelters must be in compliance with the law.
- 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 Instructions and on the application forms, by close of business (before 5:01 PM EST) on or before the posted grant deadline as it appears on the Request for Proposals (RFP) and on the Program webpage: [Maryland Spay and Neuter Grant Program](#).
- 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 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.
- As part of the Program legislation, MDA is required to collect quarterly shelter survey data from all municipal shelters, which requests information about dog and cat shelter live intakes, and all outcomes. This data is used to track the impact the Program has on intake and euthanasia numbers over time. Applicants should be aware that if awarded a grant, organizations with private shelters must submit quarterly shelter survey data to MDA.

ADDITIONAL SPECIFIC REQUIREMENTS FOR FERAL CAT-FOCUSED APPLICATIONS

There are several conditions that apply specifically to feral cat applications, which Applicants must be aware of before moving forward.

For the purposes of this Program, MDA considers any unowned cat to fall under the “feral” category and is eligible to be spayed/neutered under this project type. Hence, the term “feral” will be used throughout this document and the application form but shall be equated to “unowned”.

This Program recognizes that feral cats account for substantial portion of shelter intake and euthanasia and that the Program could not meet its legislated goal of reducing shelter intake and euthanasia through spay/neuter without including the spay/neuter of feral cats. The most common method to achieve this is through complaint-driven or colony-targeted Trap/Neuter/Return (TNR). While the Program will award funding to organizations that will employ TNR as a method to get cats to be altered (adhering to the Program’s Best Management Practices as specified later in this document), Applicants must remember that this is not a TNR Program but a Spay/Neuter Program, and a

Feral Cat-Focused application's primary goal is to advance the legislated purpose of the Program, which is to reduce animal shelter overpopulation and euthanasia rates.

Prohibited Areas and Activities

Some areas that may contain feral cats cannot be proposed as target areas by recipients of this Program's funds. Additionally, there are specific activities that are prohibited. These prohibitions are as follows:

- **Where Prohibited by Law:** As stated in the legislation cited above, feral cat projects must not take place in those counties or municipalities where feral cat projects are prohibited by law. MDA contacted the county attorneys in each county for information on any prohibitions relating to feral cats. The responses are provided in the document: *Maryland County Laws Regarding Feral Cats* and is available on the Program webpage. *Please note: Responses in this document may not take into account any subsequent changes in policy. If an Applicant is applying to work in an area that previously prohibited such work, it is up to the Applicant to obtain a statement from the County Attorney or Animal Control Authority stating that feral cat-related projects would be allowable. This statement must be included with the application. Additionally, if an Applicant is proposing a target area where the county prohibits a feral cat project but in a town or city that does allow TNR, they must provide a letter from a City or Town authority confirming this.*
- **Prohibited on Managed Lands:** Projects must not occur on or immediately adjacent to sensitive Department of Natural Resources (DNR) land, MD Park Service land, or in/immediately adjacent to a protected habitat supporting sensitive species or sensitive resources, unless written consent is provided by a DNR or MD Park Service representative. Applicants may find the Merlin Online Interactive Map V 2.0 helpful in identifying protected areas (<http://www.mdmerlin.net/uses.asp>).
- **Prohibition on TNR or Related Activities on Land without Prior Permission:** Applicants must be aware that prior to entering private property (whether residential or commercial), with the intent to inventory cats or perform TNR, must first obtain a signed permission form from the landowner or legal tenant, allowing the activities to take place.
- **Prohibiting Release of New Cats:** MDA will only support those organizations that seek to ultimately decrease the population of unowned cats. Any organization known to increase numbers by releasing new cats (whether from a shelter or other source) will not be supported by the Program.

OBTAINING AND SUBMITTING AN APPLICATION

A Request for Proposals (RFP) will be posted on the Program webpage at [Maryland Spay and Neuter Grants Program](#), Governor's Grant Office-Maryland Grant Opportunities site at grants.maryland.gov and announced on the MDA website and social media sites.

The applications are accessible via the Maryland OneStop portal, and must be filled out in full and submitted to MDA by close of business (before 5:01 PM EST) on or before the proposal deadline, as stated in the RFP. Accompanied documents may be Word, PDF, or other commonly supported formats.

Links to the applications (along with Instruction documents and other supplemental materials) are available on the Maryland Spay and Neuter Grants Program webpage. When completing the application(s), 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 on your computer as the Program does not have an online grants application database. Be sure to fill out the entire application form. If an Applicant feels a field does not apply, the Applicant must indicate this by entering "N/A". Blank fields may be interpreted as incomplete. **Incomplete applications will not be eligible for review.**

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

- **Price Assurance Form(s):** the MDA form filled out by the veterinarian(s) or clinic(s) identified in the application as the veterinary providers. The required form is available on the Maryland 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.
- **Tax Information:** For non-government Applicants: a copy of most recent 990 Form (if required) or other appropriate tax form confirming tax exempt status and proof of registration with State of Maryland is required, as detailed in the *Eligibility and Funding Criteria and Requirements* section above.
- **Map(s)** of the target area.
- **Price Quotes** for budget items (excluding veterinary services and rabies vaccine) over \$500.00.

Applicants will receive an automated email notice from the OneStop system confirming the receipt of the application.

Once 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 or with MDA's approval. Applicants may only request a submitted application be withdrawn.

BUDGET BASICS

The minimum amount that can be requested is \$5,000.

There is no maximum grant cap at this time. However, please be aware that the overall Program budget is limited each year and the total request for grants always exceeds available funds. MDA strives to maximize these funds to the greatest extent possible by funding (to the extent possible) those projects that can most efficiently and effectively achieve the purposes of the Program throughout the State. We caution against asking for a substantial percentage of the total Program budget.

PLEASE REVIEW the RFP to see the projected overall Program budget for the cycle and take that into consideration when developing your budget.

Also, consider the amount of funds requested relative to your organization's 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 items must be detailed and in most cases, justified. Additional information is included in the budget section of the application-specific information to follow.

This is a competitive grant, and while the program will consider the below listed allowable expenses, priority is often given to "clean" applications that do not require significant amounts of additional expenses and devote as much money to funding spay and neuter surgeries as possible.

ALLOWABLE EXPENSES

The following are items or services that may be paid for with grant dollars. If there is an expense that an Applicant wishes to add but does not see here or under the Prohibited Expenses, contact the Program Coordinator for guidance and advice.

VETERINARY SERVICES COSTS:

The surgical costs, or Sterilization Package, should be inclusive of the cost per animal from start to finish of the procedure (with the possible exception of Rabies Vaccination-see below). Do not include detailed breakdowns of the veterinary sterilization package unless requested by MDA. 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 cost must include medical staff time, all equipment and medicine, including post-operative pain medicine, as the attending veterinarian deems appropriate for a spay/neuter service.

The cost per sterilization procedure should match the cost agreed to on the Price Assurance form(s) from the provider(s) and included with the application. It is important to understand that the cost per surgery stated on the application form (both in the Project Details Section and the Budget Section) are the costs that the applicant is committing to use, if funded.

MDA understands that prices can differ greatly depending on the type of surgery, animal, location, providers available and other factors. We expect the Applicants to look for the best prices possible but also to consider the cost benefit when transporting animals for longer distances, vs. using slightly more expensive, yet closer providers. In order to maintain flexibility and to take in multiple factors that may influence the cost per surgery, the Program has not yet set a cap on cost per surgery. The SNAB does look closely at this cost and if a cost of services per cat reaches or exceeds \$60.00, or \$120.00 per dog, the applicant should look for ways to reduce costs or be prepared to justify the higher cost as part of the Budget Justification Section.

MAKE SURE the surgical cost per animal on your Price Assurance Form(s), and in the Target and Budget Sections of the application form all matches.

RABIES VACCINATION:

A rabies vaccination is required for all animals receiving a spay/neuter procedure with Program funds, if they do not have proof of a current rabies vaccination. All budgets must include the cost of rabies vaccine for each animal. This can be requested as a separate Budget Line Item if not already built in to the surgical package price.

If the Applicant proposes the cost of rabies vaccinations as a separate budget item, the cost is **capped at a maximum of \$5.00 per dose.**

If the cost of the rabies vaccinations is not listed separately, the Applicant needs to indicate how this cost is being covered whether built into the overall cost of the sterilization package or donated as an in-kind contribution.

HIGH QUALITY/HIGH VOLUME (HQHV) SPAY NEUTER TRAINING FOR VETS AND SURGICAL 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 a project or the Program. Applicants are encouraged to consider including training in their applications and special consideration may be given to Applicants who are requesting funding for this specialized training as part of their proposal. Funding requests for HQHV training may include travel, lodging and course costs. This should be detailed in the budget line items Justification Section as to who would attend, what specific training will be taken, and cost per person per day.

FIRST COORDINATE with ASPCA Spay/Neuter Alliance (formerly Humane Alliance) to determine which type of HQHV training is best suited for your organization, and provide a statement from them documenting the 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.

EQUIPMENT AND SUPPLIES:

This covers medical and non-medical items (durable items such as traps and carriers which can be reused; or exhaustible items such as leads/leashes, 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 should NOT include equipment and supplies used for the sterilization procedures (such as sutures, drugs, veterinarian and vet technician's time, etc.) as those expenses should already be included in the veterinary cost per procedure.

Equipment requests may be part of any application type unless the cumulative total durable equipment request exceeds \$5,000. Requests over \$5,000 must be presented in a Capital Expense Application.

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), Applicants must explain how it will have a lasting benefit to the Program purpose beyond the term of the grant. Each piece of equipment must be identified and include a price quote from the supplier.

CHECK FIRST with municipal shelters to see if equipment can be obtained from them as donations or loans and added to your Cost Share Section. Such money-saving efforts may bolster your application's evaluation.

TRANSPORTATION ASSISTANCE:

Travel to/from appointments is often challenging for many people and can affect a pet owner's decision to get their animals altered, and is often an important vital element to a feral cat-related project. We encourage Applicants to consider including a travel assistance element to their 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 must be calculated using the most current IRS determined rate. See <https://www.irs.gov/tax-professional/standard-mileage-rates> for the current rate and detailed in the budget line item description with a cost per mile, estimated miles per trip, number of trips, and total estimated miles.

The cost, time, and expense of travel should be weighed against the use of the closest clinic to the project area and Applicants should clearly justify the travel expense. Applicants are encouraged to communicate with local veterinarians about possible strategies to increase capacity in their immediate area (also see Training above) and hopefully reducing the need to travel great distances. 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.

OUTREACH/TRANSPORTATION/SCHEDULING COORDINATOR:

The Program very rarely will approve funding for staffing. Applicants may request the cost of a temporary NEW staff position for Outreach/Transportation/Scheduling Coordinator. This is only intended to increase staff, not replace or pay for existing personnel and must directly relate to increasing the number of spay and neutering procedures and altered animals by the Applicant.

This position may include coordinating volunteers, participating in community outreach, appointment scheduling and follow-up, transporting of animals to/from surgeries, etc. This position must relate to the activities in the proposed project and the Applicant should be able to show there are special circumstances or other unique challenges requiring funding for a staff position for the project.

- The Applicant must make a strong case in their Budget Justification section for the need for a staff position (see the Application Specific Section for a good example of justification for this type of expense).
- The cap on Program funds for any staff position is **capped at \$12/hr**, inclusive.
- The cost of new staff will only be covered during the period of performance of the grant and not in perpetuity.

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

MARKETING/OUTREACH COSTS:

This may include printing and distribution of outreach material, and other expenses related to outreach to the target community or population. These items must be directly related to spay/neuter and explained in the project outreach plan. Although there is no stated cap on the amount of funds that can be used for marketing, Applicants are encouraged to consider carefully the specific needs of the project and the percentage of the total budget that is being allocated to marketing. Outreach expenses that exceed \$1,000 must be well-justified. Applicants should provide

price quotes for outreach items \$500 or more. If proposing signage, the Applicant must include a draft of the text to be used.

SURGICAL EQUIPMENT:

This must be to increase an organization's capacity to provide low/no cost procedures to the community during and after the period of performance of the project. On Pet and Feral Cat-focused applications, the total cost is capped at \$5,000.

ADDITIONALLY, OTHER FUNDABLE ITEMS SPECIFIC TO CAPITAL EXPENSE APPLICATIONS INCLUDE:

- 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 substantially increase surgical capacity.
- Medical supplies needed to operate a new clinic for the first 3 months.

PROHIBITED EXPENSES

The following are items that, while they may have value, are either not necessarily a good allocation of the limited Program funds, or are deemed counter to the policies of the Program and will not be considered.

CO-PAYS:

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 per animal information in the Target section.

OTHER PROCEDURES:

Providing spay/neuter services paid for under this Program cannot be contingent on pet owners and animal caretakers purchasing other services. They may be informed of any additional services that would benefit the animal but they cannot be denied services if they qualify and if the additional services are not of a critical nature.

CONTINGENCY FUNDS:

Proposing a separate sum of money to be set aside for use in special unforeseen medical circumstances is not a fundable expense. **However**, if in the course of a sterilization procedure, complications arise or conditions are discovered that necessitate additional emergency medical treatment, the Project Manager may use some project funds to cover the expense **only with the approval, in writing**, (obtained prior to or immediately after treatment) **from the Program Coordinator**.

FUNDING OF SURGICAL OR CLERICAL 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 should be part of the sterilization cost per animal.

OTHER PROHIBITED EXPENSES INCLUDE:

- 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, e-collars, and microchipping (unless part of a surgical package).
- Web design and hosting, professional photography.
- Vaccines (other than rabies), blood tests and other tests.
- Pet licenses. It is important for government Applicants to note this and find alternative funding for licensing if a requirement for spay/neutering.
- Education curriculum development.

- Conference attendance costs.

ADDITIONAL ITEMS NOT FUNDABLE ON A CAPITAL EXPENSE APPLICATION INCLUDE:

- Equipment for clinics not yet constructed or currently just under construction.
- 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).
- Vehicles (other than associated with a mobile clinic).
- Equipment primarily for sheltering animals or maintaining feral colonies after spaying or neutering.
- Personnel costs and salaries for staff.

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).

**STILL NOT SURE if something is allowable? Think something should be considered or reconsidered?
Contact the Program Coordinator for guidance.**

REVIEW AND NOTIFICATION PROCESS

The grant review process begins in April, once the submission window has closed. During this time, MDA conducts a Due Diligence check on all Applicants to confirm eligibility, tax status, standing of project veterinarians and clinics with MDA Vet Board, standing with local animal control agencies, and standing with the IRS and the State of Maryland. The Spay/Neuter SNAB (SNAB), with input from the Program Coordinator, reviews and evaluates each grant application **competitively** in relation to all applications, with focus on how well the application 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 SNAB then submits their funding recommendations to the Secretary of Agriculture. The Secretary ultimately decides on the final disposition of all applications.

All Applicants (regardless of the funding approval by the Secretary) are notified by email as promptly as possible after the Secretary’s final funding decision. 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 reasons for being turned down with any recommendations for future submissions.

MDA sends out grant agreements to recipients usually within 30 days following approval. Grant Agreements will be signed via OneStop. Recipients must not commit any funds until the grant agreement has been fully signed by both MDA and the recipient, and the recipient has received their signed copy. **MDA will not release any funds until the Grant Agreement is signed. If the grant agreement is not signed within 30 days, MDA may choose to withdraw the grant offer and reallocate the funds.**

REVIEW the grant agreement example that appends the posted RFP and make sure your organization’s officers (including any legal staff) are aware of the agreement terms and the 30 day limit for signing and returning the agreement to MDA.

SOME COMMON REASONS APPLICATIONS HAVE BEEN REDUCED OR REJECTED

The most common reason for an application’s funding amount to be reduced is simply a lack of available Program funds. 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 reduced simply due to stiff competition from fellow applicants.

However, there are some other reasons (often avoidable) that have resulted in some applications being turned down, or adversely affected an application's overall ranking and funding level:

AVOID THESE SITUATIONS

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. **This is the most commonly made error to date and tolerance for this has been exhausted.** Applicants should be aware that carelessness of this nature **will adversely** affect an application's ranking.

Disregarding the Program Instructions and Resources: MDA considers reviewing (and adhering to) the Program's instruction documents as part of the application process and NOT steps to be skipped or ignored. It is obvious to MDA and the SNAB during the review process when an Applicant has not read or followed the instructions. The Program has gone to great lengths to provide comprehensive instructions that spell out the purpose of the Program, what is fundable, required information, specific caps on some costs, and prohibited items and activities. Additionally the Program Coordinator is available to answer any questions and offer guidance and clarification. A reduction in ranking has resulted for applications where it is obvious that the instruction documents and help were disregarded or not utilized.

Incomplete Application or Incorrect Format: All application fields **MUST** be filled in and returned to MDA in the required format as stated in the Program and application instructions. Each section must be filled out or given an "N/A" if not applicable with a reason, if necessary, for the N/A. An incomplete application will not pass the Due Diligence stage and may be removed from further consideration. Providing an application and its documents in an incorrect format greatly hinders all the many subsequent steps MDA must take in processing the application for the review phase.

Fines and Violations: Applicants with a history of violations with local animal control agencies may be considered ineligible if any history is not addressed in the application, not truthfully indicated in Section A of the application, or is not yet resolved to the satisfaction of the Animal Control authority.

Lack of Clarity or Details: Applications that, by the use of emotional or vague language and lack of specific information, do not clearly convey a specific purpose for their proposed project as it relates to the goals of the Program, will be reduced in ranking. Applicants must provide adequate explanation, information, or shelter data necessary for determining the extent to which it will impact shelter intake and euthanasia are reduced in rank.

Limited Ability: An application that fails to establish Applicant's ability to complete the project will be reduced in rank and most likely rejected.

Poor Presentation: An application that is vague or incomprehensible, or contains highly emotional language or excessive errors will be reduced in rank. Errors can be perceived as a lack of attention to detail. Also, errors (such as misspellings, incomplete sentences, outdated boilerplate language, cut and paste, etc.) and putting information in the wrong section of the application greatly hinders the review process.

Irrelevant Information: Applicants providing too much information that is irrelevant to the task proposed can frustrate, stall, and muddle the review process.

Does Not Increase Capacity: An application's review and rank will be affected if the application does not clearly demonstrate that the funds would be used to increase their capacity (does not show a net increase in sterilizations above what they normally do).

Poorly or Unjustified Budget Items: Poorly described or unjustified budget items result in many questions during the review process and can lead to cuts of budget items and may also contribute to a reduction in the application's funding.

Coordination Not Discussed: Applications that fail to demonstrate any attempt to coordinate with animal control and/or correlation between their project and the intake and euthanasia data from the municipal shelter will result in a rejection.

Too Few Spay/Neuters for Overall Budget: The bulk of a proposed project's funds should go toward sterilization procedures. If an application does not and is not well justified, then the application is likely to be reduced in funding.

Poor Performance History: Applicants with a poor performance on previously funded projects (such as late reporting, unresponsive to 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.) will be considered during the review process and could affect funding.

Duplication: If an application appears to duplicate an existing effort without explanation or justification, it is likely to be rejected.

Using Outdated Boiler Plate or Cut and Paste: Applications that contain old text cut from previous submissions or other sources may be reduced in funding by causing confusion during the review process and a lack of confidence in the applicant's attention to detail.

Late or Partial Submissions: Late submissions are not allowed. Applications submitted on time but missing substantial required supplemental material may result in a rejection.

Failure to Address MDA's Prior Requests or Recommendations: MDA keeps track of all applications, past and present. In rejection notices, MDA provides recommendations if an application was deficient in some way and what should be addressed if the Applicant reapplies. Failure to demonstrate that the Applicant has addressed MDA's previous recommendations is noted during the review process and will impact the ranking of the application.



SPECIFIC INSTRUCTIONS FOR FERAL CAT-FOCUSED APPLICATIONS

The following details each section that must be filled out in order for the application to be considered complete and qualify for review.

VERY IMPORTANT CONSIDERATIONS BEFORE PROCEEDING:

A great deal of thought and work has been put towards the development of each application form and its requirements in order to provide MDA and the SNAB with the specific information needed to make the best possible, most effective and responsible funding choices. Therefore Applicants should know that **all sections and information requests are there for a reason and are important**. Do not gloss over any section and avoid blanks. If a part does not apply indicate this with an N/A (and explain why if instructed to).

Regardless of whether an Applicant has received funding in the past, each application must be filled out completely, as if a new effort. If the Applicant has received previous funding from this program and is applying for funds to continue or expand on a past effort, **DO NOT** refer to a previous application as a way to address a section. For example, addressing a section with a statement such as “*our work plan will follow that stated in our FY18 project*” is not sufficient and may even be considered as a failure to address the information request and can adversely affect the review and ranking of the application or even result in application being categorized as “incomplete”.

Likewise, Applicants **must not** use a web link or require visiting a website as a way of responding to an application section (example: “*We use standard methods as detailed on our webpage: www....*”). The Program does not accept information such as websites or links as part of an application and the SNAB will not visit web addresses or links during their review and evaluation.

Attention to detail is important, both in substance and presentation. Errors (misspellings, incorrect math, incomplete sentences, etc.) can hinder the review process, be interpreted as a lack of attention to detail, and leave the SNAB with doubts about the Applicant’s abilities and level of commitment to the proposed project.

The application forms do not have spell check capabilities. We strongly recommend that before entering text that Applicants first compose the text in a separate document and perform a spell check and grammar check, correct the errors and then copy the text into the form. We also strongly recommend that Applicants (or another person) re-read the applications to look for any lingering errors or confusing text before submitting.

Some Applicants find that reusing text from a previous submission or boilerplate is a time saver. However, caution should be exercised when doing this. Make sure the information is up-to-date, pertinent, and addresses the information requirements of the current application and instructions. Far too often reused text has been found to contain out of date information or errors that lead to confusion and frustration during the review process.

Applicants who have received grant funding in the past should avoid copy and pasting content and should expand on past applications with the results of previous grant cycles, how that experience has effected the program and how you project the program will grow during this cycle. Some things to discuss may be why the area that was you targeted in the past still needs attention, or why it is time to expand the target area or move it all together.

The Applicant bears the responsibility to make sure all information is correct and error-free and must bear the consequences if it is not. It is not up to MDA or the SNAB to seek clarification and corrections in these instances, and could ultimately affect the ranking of the application.

A. PROPOSAL ADMINISTRATION INFORMATION

This section provides not only information needed to administer the grant if funded, but also includes important information that is necessary for the Due Diligence portion of the review. If this information is missing, inaccurate or not current, this may be a basis for removing the application from further review.

B. POINT OF CONTACT AND ORGANIZATION INFORMATION

Information in this section provides necessary administrative information should the application be funded. But also requested here is additional but crucial information about the applying organization that will be factored into the review and ranking of the application.

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. 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. The POC needs to provide an email and/or phone number that can be made public.

ORGANIZATION INFORMATION

It is important to the evaluation process for MDA and the SNAB to understand the capacity of the applying organization to perform the work proposed. 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 needed 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. **Do not include 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.

The number of surgeries that an Applicant's organization 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 any MDA grants 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.

SPAY/NEUTER PROCEDURES - HISTORY CHART

In the chart we are looking to establish a baseline of the number of surgeries your organization does, and see the increase that MDA is creating. In each category there is a space for surgeries provided internally, at a clinic run by your organization, and externally if you facilitate surgeries at local veterinarians or through other rescue groups. Please note that you should not report surgeries that are paid for by another organization or through another organization's MDA Grant.

Public Paid Procedures are clients who have come to your clinic seeking services and paid for their spay/neuter surgeries out of their own pockets.

MDA Grant Paid Procedures are surgeries that have been done and paid for by previous years Maryland Department of Agriculture Grant funding received only by your organization.

Other Grant Paid Procedures are surgeries that have been done and are paid for from a grant other than the Maryland Department of Agriculture Grant Funding, such as Petco Foundation, Petsmart Charities, etc.

Other Source Paid Procedures are surgeries that are paid for by your organization. This can include surgeries done on adoptable animals to ready them for adoption or surgeries that you have provided to the public from donations or your regular operating budget.

If you encounter surgeries that don't fit into these 4 categories and are uncertain as to where to put the numbers, or need help putting together the amount of surgeries funded by MDA, please contact the Program Coordinator for guidance.

If the number of surgeries provided annually has decreased, it is important to explain why there is a decrease.

APPLICATION CATEGORIES, NUMBER, AND TYPES

There are 3 categories of applications, based on the focus: Pet-Focused, Feral Cat-Focused and Capital Expense/Equipment Requests.

DON'T MIX the categories! For Example: An application cannot include both feral cats and pets in the same application form.

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 available, it is often the best strategy to devote time and resources to preparing one very well thought out and well-presented application, rather than two that may be more rushed, less thorough, and therefore less compelling.

✦ Multiple Applications:

If an Applicant chooses to submit more than one application, separate category-appropriate applications with appropriate supporting documents are required for each project. Each application must be complete and stand alone. Applicants must submit separate sets of supplemental materials for each application.

If submitting more than one application, 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 applications being reduced or rejected. 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 more than one application, 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.

Organizations submitting more than one application **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). In this case, a LEAD organization must be specified in the application. If funded, the Lead will receive the funds and will have the responsibility of allocating funds to the secondary organization. All joint applicants must provide information for *Sections A-Proposal Administration Information* and *Section B-Point of Contact & Organization Information* for all organizations, listing the LEAD first. If funded, all organizations must be signatories on the Grant Agreement.

✦ Applications Dependent on 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 grants relate to each other and the overall project proposal.

C. PROJECT DETAILS

The Project Details Section and all the subsections it contains serve to give a clear and detailed picture of what exactly an Applicant is proposing to accomplish with the funds.

C-1-THE PERIOD OF PERFORMANCE

This section should list the month/year of the start and completion date of the proposed project. 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.

Funding decisions are made in August and announced in September. Once approval notices are sent; it generally takes 1 to 2 months to complete all of the paperwork to initiate an approved project. Please keep this in mind when proposing a start date.

Winter weather can slow down a project and weather conditions can result in project slow-downs. An Applicant should consider factoring this in when determining their project performance period and work plan.

CONSIDERATION

Projects of shorter duration that utilize mass trapping are often most effective in reducing feral cat populations and will be given priority.

C-2-PROJECT DESCRIPTION

The project description should summarize what the Applicant proposes to do: the what, where, when and how. This section should be **concise** (~1 to 2 paragraphs) with the understanding that more details will be provided in the subsequent sections.

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 was or is being achieved, lessons/challenges they have encountered in their previous project(s) and how they plan to address them in the proposed application.

IDENTIFY THE APPROACH

Applicants also must specify in the Project Description (and then in greater detail in subsequent sections) what approach they propose to use. For Feral Cat-Focused projects there are 2 approaches commonly proposed:

1. By Colony: the Applicant should know the location(s) of existing colonies that their proposed project will target.
2. Complaint-driven: the Applicant uses complaints or requests for help from citizens in order to identify target areas.

The Program advocates the targeted colony approach for most Applicants. This requires that the Applicant already has information about specific colonies that, if altered, would benefit the local shelter(s) and the community. Applicants should either have permission slips from land owners/legal tenants already on file, or prior interactions/discussions with the land owners/legal tenants resulting in assurances that signed permission can be obtained if funded.

The Complaint-driven approach is mostly used in urban/suburban areas and uses citizen complaints/requests for help as a way to pinpoint the locations of cats, which if not addressed, have a high probability of being captured by Animal Control and placed in the shelter and/or euthanized. This approach requires that the Applicant have a robust TNR program in place (which follows accepted best practices for TNR), has a strong partnership and coordination with the local Animal Control authority, and enough resources and community experience to review and evaluate

complaints. They must be able to act on the specific complaint, canvas the vicinity of the complaint to determine if the complaint is an isolated cat or part of a colony, the extent of the population, and then TNR the colony.

SECTION EXAMPLE

Here is good example of a Project Description for a feral cat-focused project:

Based on coordination with local animal control, the estimates provided by the animal control and the city shelter indicate that approximately 2,000 community cats occur within the town limits. According to County Animal Control, Feral or un-owned cats make up 80% of the cats taken in by the shelter and almost 90% of the cats euthanized. Furthermore the town has had 4 incidents of rabies (3 raccoons and 1 cat) in the past year. This project seeks to reduce this number by performing targeted TNR (capture, alter, evaluate, transport, return, and monitor) 4 colonies managed by caretakers within the area bordered by Elm St, Main St, Birch Ave, and First St.

Using the feral cat number estimating tool, it is estimated that 400 un-owned cats live in this specific area. Based on current information from caretakers, the more accurate number is likely to be 500+cats.

With permission from landowners and a team of trained volunteers, we will set traps each weekend over several months, arrange for spay/neuter (including ear tipping and vaccinations) of 500 cats located in colonies A, B, C, and D as depicted in the map with the goal to fix 100% of the unaltered animals in each colony. We will partner with two local veterinarians who will be providing in-kind contributions in the form of substantially discounted TNR services. Our organization will also contribute the cost of other vaccines not covered by grant money. This Project should help reduce the shelter intake by at least 2 percent.

C-3-TARGET INFORMATION

The Target Section must identify where the proposed work will take place, how many sterilization surgeries are proposed and the justifications for these decisions. In order to define and justify these choices, an Applicant will need to look at and then discuss demographics, shelter numbers, any coordination from local animal control authorities, and any other specific pertinent information they wish to include.

C-3-A-TARGET AREA

The target area(s) should be as specific and as focused as possible. A target area should be a realistic and manageable size for the Applicant's capacity. Proposing to target an entire city, county, whole portions of the state, or a large number of zip codes may be perceived as overly ambitious for many Applicants. Large target areas can also make it difficult to predict and evaluate impact to shelter intake and euthanasia rates. If large areas or county-wide target areas are proposed, justify this in your target area narrative.

BE SURE your organization has the experience and staffing to address your target area. The SNAB will compare the target area, budget request and applying organization's information in the first section to get a sense of an Applicant's capacity.

Choosing a Target Area

When choosing a target area, Applicants should look at and discuss the following factors: shelter intake, information from animal control authority, population demographics, number of unowned cats in the area, and any other sources of data, if any.

Based on the approach the Applicant has identified in the Project Description (and subsequently in the Project Details and Methods), the Applicant should provide in this section:

A Description of the Colony(ies) or Complaint Area(s)

Applicant must describe each target colony to the best of their abilities, including details such as the general make up of the colony, estimated number of cats, number of cats already altered (if known), whether or not it is a managed colony, and whether there is an identified caretaker.

If the Applicant knows the source of the colony, this information can prove valuable not only in further justifying the target area, but also in terms of tailoring an in-field strategy and an outreach plan. If easier, the Applicant may consider putting this information in a Table format and submitting it with the application.

Complaint-driven projects should delineate the parameters of the complaint area (for instance; a city or town limits) and should discuss why this approach is the best for this area.

Shelter Data Assessment

Regardless of the approach, all applications must include an assessment of shelter data (based on information provided in Section C-3-B) as it relates to the target area. Corroboration from shelter staff or animal control agencies that this is a good target site, and will positively impact their shelter intake and euthanasia rates, should be sought.

Map(s)

Applications must also have a map or maps of the target area. For Applicants targeting colonies, the map should indicate the location of each target colony (whether by polygon or pinpoint), the address (if possible), street name and zip code, a designation for each colony, an estimated number of unaltered cats in said colony, and whether or not the colony has a caretaker.

If complaint-driven, the map should show the urban or suburban area of interest, and where past complaints have originated, and if possible, current complaints yet to be addressed.

Maps can be simple, such as a copy of a street or area map, with handwritten polygons/pinpoints and information that is scanned and provided as a PDF or other electronic image.

Cat Number Assessment

The Target Area discussion must have an assessment of the number of cats in the target area. MDA recognizes that due to the fluidity of community cat populations, in many cases this can only be a very rough estimate. There are several ways to do get a rough estimate:

- **Nose Count:** Though not 100% exact, an actual census or “nose-count” colony-by-colony within the target area, is the best. However this is not always possible. If the large size of a project makes a census impractical, an Applicant may provide a rough estimate of the numbers.

The following 2 methods will only result in a rough estimate that the Applicant then must adjust, based on whatever additional experience and knowledge they have of the conditions:

- **PetSmart Charities Pet Estimation Formula:** This formula calls for simply taking the human population in the target area and dividing by 15. However, the “divide by 15” is only a starting point, not an end point. The size of free-roaming cat populations may vary according to local conditions. For example, in dense urban areas or areas where prior TNR work took place, there will be fewer cats per capita and so you will want to take the estimate and reduce it down. Conversely if the target area is largely rural, the estimate should be increased. How much of a decrease or increase is up to the Applicant and their knowledge of the conditions.
- **Million Cat Challenge Pet Estimation Tool:** This tool uses population data, along with shelter intake and euthanasia data to estimate feral cat numbers. The [Outdoor Cat Population Calculator](#) has been slightly modified for this Program and should be accessed on the Program webpage. As with the “Divide by 15” this can only give a rough estimate and does not take into account local conditions. The Applicant should take this number and then adjust up or down depending on their knowledge of the conditions of the target area.

The number assessment and adjustments to that starting number is often helped through outreach in the target area and gaining a comprehensive understanding of the cats in the target area may require some outreach in advance of submitting an application. Support from caretakers of existing colonies is critical, and Applicants should reach out to caretakers to ensure they are agreeable to 1) engaging in the process, 2) providing you with colony data, and 3) allowing trapping and follow-up if funding is approved. You will be unable to alter a substantial percentage of the cats in the target area if you do not know the location of, or have access to, the cats.

THINGS TO CONSIDER WHEN DEVELOPING A TARGET AREA

The following are some TNR Best Practices and suggestions that may provide a roadmap and help Applicants develop a targeting strategy:

A “colony” is the basic unit of TNR. It refers to a group of free-roaming cats who share a common food source and live in the same territory. While there may be some migration between colonies in the same area, for the most part they are distinct units and can range in size from even one cat to hundreds. When targeting at a colony-level, you are targeting one or more distinct colonies, one at a time.

A “community” occurs when several colonies are in close proximity, opening up the greater possibility for migration of cats from one colony to another. Targeting at a community-level is to target multiple colonies all in the same proximity at the same time in a mass trapping.

FOR COLONY-LEVEL TARGETING:

Define geographic target area:

Targeting concentrates limited resources in a geographic area of high need in order to maximize impact. The goal is to reduce the size of colonies in the target area to zero, by sterilizing all of the cats.

Identify the colony/colonies:

Applicants must identify and provide data for each colony within your target area, including nearby colonies at risk for migration into your sterilized colonies.

Commit to 100% sterilization goal:

To achieve long-term population declines, projects must have a 100% sterilization goal, sterilizing all cats in a colony before moving on to the next colony.

Your organization’s sterilization capacity and the ticking clock:

If colony reduction proceeds slowly or intermittently, impact is limited because the remaining cats can reproduce too quickly. Applicants must demonstrate they have adequate capacity to sterilize entire colonies quickly.

Mass trapping:

Mass trapping provides an effective method for sterilizing all colony cats at once, increasing your project impact, and ensuring long term results. Applicants are strongly encouraged to utilize the mass trapping method and these projects will be given priority. Instructional videos and materials can be accessed at www.neighborhoodcats.org.

FOR COMMUNITY-LEVEL TARGETING:

Assess your community:

Assessing the community and identifying untreated colonies and other sources of cats will greatly increase the long-term impact of your project.

The Vacuum Effect:

When a sterilized colony decreases, cats from nearby unsterilized colonies can move in to fill the vacuum created and reverse any gains made. It is for this reason that colonies should be monitored for new cats (see following point).

Get the most impact from your efforts:

To minimize migration between colonies and unaltered cats entering colonies from the vacuum effect, community-level targeting and colony-level targeting should go hand in hand. Either type of targeting alone will have limited long term impact due to migration and the fast reproduction capacity of cats.

Community “Hot Spots”:

Finding “hot spots” with high concentrations of cats will help you locate colonies and other sources of cats, giving your project greater impact. Here are some ways you may identify hot spots:

- Shelter intake origin: If the shelter is open admission, intake patterns can provide a snapshot of the distribution of cats in the community.
- Economic indicators: Poverty is directly correlated to higher numbers of unaltered pets in households which can contribute to free-roaming cat populations.
- Intake by age: Where there are large numbers of kittens, there may be large numbers of community cats.
- Complaints: Tracking the location of the cats when someone calls animal control with a complaint, may reveal location patterns.
- Knowledge: Personal knowledge and boots on the ground data.
- Mapping tools: The patterns highlight where targeting can have the most impact.

C-3-B-SHELTER STATISTICS

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 mandatory** that Applicants provide shelter intake and euthanasia numbers from any shelter in a target area, covering the last 3 years. This information helps justify the target area, the target number of procedures, and helps the SNAB better understand the overall need in that area or county.

Omitting this data without an explanation may be a reason for **considering the application incomplete** and may be withdrawn from further review.

The shelter statistics (regardless of the type of shelter) are considered Public Information and must be made available upon request.

As it can sometimes take time to obtain this data from busy shelter staff, it is recommended that Applicants seek this information as early as possible.

You can obtain Quarterly Shelter Survey data sheets from MDA by emailing the Program Coordinator as a "Public Information Request", specifying from what facility(ies) and time periods the information should cover.

If your proposed project could possibly impact shelters outside of your county, please include this as well. The more data you can provide the more it helps the review of your proposal and its merits.

Applicants whose target area occurs in a county where one shelter covers several counties should ask if county or site-specific statistics are available.

✦ **For Counties without a Municipal Shelter or with a Limited Facility:**

For any counties without a municipal shelter, or with limited facilities (i.e. county animal control agencies that handle dogs only and don't intake cats), Applicants should investigate whether the target area contributes to any non-government or other shelter's intake, and provide statistics for those shelters. Applicants can also see if local Highway Patrol or Animal Control has any other statistics or information regarding the number of cats killed on roads, which will help give an indication as to the numbers and locations of populations.

COORDINATION WITH ANIMAL CONTROL

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 the shelter(s), or seek their direction about the most effective target area. Applicants should demonstrate this coordination (or attempts to coordinate) by providing letters or email copies, and discussing it in their narrative in their Target Area Section.

DON'T PUT OFF coordination with shelter staff and Animal Control. They are often very busy and it's best to start early so their input can be used to develop of the application and so they have enough time to provide letters of support. Spring/summer is typically the busiest time for these agencies so bear that in mind.

C3-C-TARGET NUMBER OF SURGERIES

The Applicant must list how many surgeries are being proposed and the cost per surgery. This number must be consistent with both the Budget Line Item section of the application form and the Price Assurance form(s) provided to the Applicant by the surgical providers. Spaces that do not apply should be filled in with an “N/A”.

If the price per surgery listed in this Section and in the Budget Line Items Section does not match the Price Assurance form(s), the Applicant must explain why. MDA will only consider those prices listed on the application as the amount fundable with grant funds and that any differences between the prices on the application and the price assurance form(s) will be costs covered by the Applicant with funds from other sources.

The number of animals proposed to be altered must represent a “net increase” from the number of animals the Applicant currently alters (or arranges to alter) on an annual basis, must represent a number that they have the capacity to service, and must relate to the number of unaltered pets estimated in the area (from the pet estimation tool).

Once underway, an approved project may find that the demand for spays vs. neuters may differ from the original Target Number breakdown in the application. Once a project begins, if the actual conditions in the field differ from what was originally anticipated, grantees need only contact the Program Coordinator and adjust the surgery numbers distribution.

RECOMMENDATION

If you cannot anticipate how many cats of each sex you will alter, please take the following into consideration: Generally, spay surgeries cost more than neuters. If you propose to do more spays than neuters and then actually have more neuters than spays, the savings can be used to provide even more surgeries. You can assume for purposes of the application that 50% will be male and 50% will be female. If approved, and field conditions change, this distribution can be adjusted.

CHOOSING YOUR TARGET NUMBER

To ensure maximum effectiveness, the Applicant must demonstrate an understanding of the targeted approach and confirm in their narrative that their goal is to fix a substantial percentage of the community cats in the target area, which should be as close to 100% as possible, in as short a period of time as possible. It is imperative that this commitment be clear in the application. The applicant should discuss how the target numbers chosen relate to the goal to fix 100% of a colony or population as possible.

Using the information provided in Section C-3-A on estimated feral cat numbers in the target area and/or any specifics with regards to numbers of cats per colony, the Applicant should discuss how the target number of surgeries relates to these numbers.

Assess whether your organization’s resources will be able to support altering a substantial percentage of the cats in your target area so that enough are sterilized quickly enough to tip the balance in favor of future declines in population.

PERMISSION FORMS

Applicants cannot enter or perform any TNR activities without prior signed permission from the land owner or present legal tenant. It is preferable to have all or some of these forms included with the application. However, MDA understands that this is not always feasible and land owners/legal tenants often want assurances that the work will take place before signing. In this case the Applicant must confirm that they can obtain the required permission slips once a project is underway.

A copy of this form is located on the Program webpage.

If permission forms are not submitted at the time of the application, and your project is selected for funding, you must submit permission forms for all work areas reached during that quarter. Failure to obtain or submit permission forms can result in the immediate cancellation of the remaining work to be done, a refund of all unused funds, and, the funds used in areas without permission forms must be returned to the Maryland Department of Agriculture at the organization’s expense.

SECTION EXAMPLE

Here is a good example of a Target Area (C-3-A) description:

Based on data from caretakers and residents near these colonies, the 500 surgeries proposed represents of total estimated number of cats in the 3 colonies identified in the target area section. Our intent is to TNR as close to 100% of each colony as possible. Our organization has 4 staff and 20 volunteers along with access to traps, carriers, other equipment and transportation needed for doing the proposed work the capacity to achieve 100% altered status in these 3 colonies in the project time frame. We will work with caretakers after to maintain 100% altered status through continued monitoring and alteration of additional cats that migrate to the colony before they can reproduce. We have spoken with caretakers and property owners, garnered their support and are in the process of obtaining all of the required permission forms.

C-3-D-EXPECTED IMPACTS

The Applicant should discuss how the project will achieve the purpose of the Fund: To reduce intake and euthanasia in shelters. Applicants should discuss to what degree the specific shelters mentioned in the Target Area section will directly benefit from their project, and to the best of their abilities, the anticipated extent of the project's impact on those shelters by using real numbers and percentages.

SECTION EXAMPLE

Here is good example of an Expected Impacts section:

This project will result in the altering and vaccination of 100% of the 500 cats that make up 3 colonies located in the project target area, Any City. The Any County Animal shelter confirms (see attached Animal Control letter) that the target area, Any City, is a significant source of intake of unowned cats in the county. It is estimated that reduction of this breeding population will eventually decrease the intake of cats to this shelter by as much as 10% and euthanasia by 10% since approximately 20% of shelter intake of cats and kittens come from Any City, with approximately half of those coming from the area surrounding the targeted 3 colonies. This will also have the immediate benefit of vaccinating cats that might otherwise contract and spread rabies to neighborhood pets, other urban wildlife, and people. This will also alleviate problem behavior by the cats that have been a source of concern by residents.

Our organization has the capacity to achieve 100% altered status in these 3 colonies in the project time frame, and have adequate resources to maintain 100% altered status through continued monitoring and alteration of additional cats that migrate to the colony before they can reproduce We have targeted these 3 colonies because they are in close proximity to each other and represent a substantial portion of intake. There are 4 other colonies in the target area that are remote from the targeted 3 colonies (see attached map) and do not represent a migration threat. We plan to apply in the future for a grant to sterilize the 4 remaining colonies in the target area.

C-4-PARTNERING

If an Applicant's project involves partnering with another organization or organizations (an organization that will contribute but not share in the grant funds) please list the organization name, a brief description of their expertise, and what part they will serve in the project (any financial contributions from partners should be listed in the Cost-Sharing Section).

C-5-A-DETAILED WORK PLAN

The Detailed Work Plan should list all activities and/or tasks and the sequence that will be performed to accomplish the objectives and goals of the project. Use of bulleted statements where possible should save text and provide clarity. This should include who will be the Key person(s) for each significant task. Failure to provide a truly DETAILED work plan may result in funding reduction or application rejection.

DON'T SKIMP on the details. Would you consider 1 or 2 short paragraphs "detailed"? We do not. Please make sure what you present here provides enough detail so that we know exactly when where and how you will achieve your project goals.

SECTION EXAMPLE

Here is an example of a good Detailed Work Plan section:

Upon receipt of the grant:

- Scheduling coordinator will contact all identified colony caretakers to create a tentative schedule based on priorities identified within each colony
- Staff will order marketing materials and traps
- President will schedule outreach meetings at city/town/county council meetings, events, etc.
- Vice President will contact local radio and local newspapers with press releases for the project
- Social media volunteers will begin sharing project information and continue to update monthly

Prior to each clinic (at least monthly):

- Scheduling coordinator will contact identified colony caretakers to continue monitoring and updating the tentative schedule
- Scheduling coordinator will schedule approximately 65 cats per clinic, allowing ample space to target one or more entire colonies during each clinic; provides clients with instructions/best practices for trapping and pre-operative care instructions
- Experienced trapping volunteers from Snip Tuck and Kitty City Rescue will visit colonies to perform mass trapping (following the best management practices outlined in the PetSmart charities TNR tactics and tools guide) and later transport cats to clinics.

While on-site these volunteers will observe not only the known colony but also the surrounding community in an attempt to locate "hot spots" and identify risk factors for the vacuum effect.

During clinic:

- President and other volunteers will complete intake interview to check-in each patient; later complete patient records, and provide discharge instructions including contact phone number for volunteer veterinarian
- MD licensed veterinarians assisted by veterinary technicians and veterinary assistants will evaluate cats to determine if they are candidates for adoption, administer anesthesia, perform a physical examination, administer rabies vaccine and other client requested or doctor recommended vaccines based on physical exam, ear tip or microchip every patient, perform spay or neuter surgery, monitor patients during recovery
- Volunteers will assist with preparing patients for surgery including shaving/cleaning surgery site, trimming nails, cleaning ears, and applying topical Revolution flea treatment
- Secretary and other volunteers will notify partners and social media coordinator of cats considered candidates for adoption and cats needing foster due to age

After each clinic:

- Once recovered, cats not eligible for adoption will be returned their colonies by partner Kitty City Rescue and other trapping volunteers
- Veterinarian contacts clients as a post-operative follow up

Continued monitoring of colonies:

- Kitty City Rescue and scheduling coordinator will maintain contact with caretakers to monitor for new cats
- Areas identified as "hot spots" during field work will be provided outreach materials in a door-to-door fashion in order to initiate a line of personal contact with the property owner/caretaker to begin the TNR process; this could also identify low income owners of unaltered pets which may be considered for spay/neuter under the project guidelines
- For overall well being of the colony, the public, and other wildlife Dr. Lewis continues to monitor the health of colonies, providing caretakers with Revolution or Comfortis flea prevention and required rabies vaccination boosters. Both services are offered to clients at our cost or covered through donations when possible if income limits a caretaker's ability to obtain.

During months with 5 Saturdays (June, September, December 2018 and March 2019), a second monthly clinic will be held if veterinary availability exists. These additional clinics will ensure our ability to alter the additional 300 cats being targeted by this project.

C-5-B- PROJECT METHODS AND STRATEGIES

This section should describe the specific methods that the Applicant will use both during the project, and after the grant period has concluded, to ensure the project results are long-lasting and that the most responsible methods are employed that safeguard the wellbeing of the cats, as well as wildlife and the public.

Applicants must be familiar with and adhere to the following Best Management Practices (BMP) for cat colony management and reduction (also available at the PetSmart Charities website:

(<http://www.petsmartcharities.org/pro/community-trr-tactics-and-tools>)

These BMPs will be considered in reviewing your application. It is your responsibility to make sure your application and project conform to these customarily accepted BMPs.

To ensure maximum effectiveness, the Applicant must demonstrate an understanding of the targeted approach and confirm in their narrative that their goal is to fix a substantial percentage of the community cats in the target area, as close to 100% as possible, in as short a period of time as possible. It is imperative that this commitment be clear in the application.

METHODS

The Applicant should discuss how the project will be approached to maximize effectiveness. Describe the following:

- **Collecting:** Any specific collection strategies (for example: trapping known females with litters first, mass trapping in a short period of time, etc.).
- **Transporting:** Applicants should balance the importance of a cost effective project with the goal of reducing the time and expense of using clinics farther away from the target area – as well as the importance of increasing the availability of low/no-cost spay/neuter in all areas of the state. Applicants are encouraged to utilize the services of local veterinarians and clinics wherever possible to avoid transporting cats over long distances and to increase local capacity.
- **Evaluating for Re-homing:** Assessing cats for adoptability and re-homing strategies for friendly adults and kittens before returning to site. All cats sterilized under this Program must be vaccinated for rabies. Kittens 12 weeks of age and younger cannot be returned to their colonies as they are too young to be rabies vaccinated. Kittens between 12-16 weeks of age are generally easily socialized and Applicants are encouraged to include plans for fostering any kittens this age that are trapped and sterilized.
- **Returning:** Describe the strategy to return altered cats to their place of origin that are not suitable for adoption or rehoming.
- **Monitoring and Caretaking:** Describe plans for ongoing monitoring of the colony, including sterilizing/vaccinating any new cats coming into the area before they can reproduce.

An effective way to present this section is to copy each bulleted bolded topic above and then state how you would address this topic.

SECTION EXAMPLE

Here is a good example of a Methods and Strategies section:

**Collecting - Experienced volunteers, our scheduling coordinator, and members of Kitty City Rescue will contact colony caretakers and train them on necessary procedures to ensure success in our mass trapping efforts, such as not free feeding cats outdoors and socializing cats when possible. Experienced volunteer trappers from Kitty City Rescue and Snip Tuck will visit the target property with more traps than the expected number of cats being targeted, ideally the entire colony. Traps may be left in advance to familiarize cats with their scent/presence. Traps will be set in the most high (cat) traffic areas of the property as identified by the caretaker. A drop-trap owned by Kitty City Rescue is*

available for use in trapping the hard to catch cats and for targeting specific cats such as pregnant females, colony queens, etc. Unaltered cats will be sheltered pre- and post-operatively by Kitty City Rescue, colony caretakers, or other volunteers. Each trap will be numbered and inventory taken in order to ensure cats will be returned to the exact location where they were trapped, when not considered adoptable. All cats targeted through this project will be ear tipped or receive a microchip which assists the trappers in identifying already altered cats. Statistics of total cats, altered cats, sex of cats, and vaccination status will be kept.

**Transporting - Cats will be transported to clinic the following morning by the same volunteers. The clinic is located in the town of Secretary, in Dorchester County, MD. All cats will be trapped within Dorchester County to avoid transporting cats over long distances.*

**Evaluating for rehoming - All cats will be assessed by a veterinarian for adoptability. Snip Tuck volunteers, Kitty City Rescue, and Baywater Animal Rescue will all be notified of the cats that are considered adoptable, in order to assist in finding eligible homes. Snip Tuck will utilize its social media account (Facebook) to notify the public that applications are being accepted to rehome adoptable cats. Kittens 12 weeks of age and younger will be fostered by Snip Tuck volunteers or Kitty City Rescue until such time they may be vaccinated and later adopted. Kittens aged 12-16 weeks will also be fostered by Kitty City Rescue or Snip Tuck volunteers in an effort to encourage socialization and later be evaluated for adoption through the same methods. Once recovered from surgery any cats not eligible for adoption will be returned to the location where originally trapped, as identified by the inventory taken at trapping time.*

**Monitoring and Caretaking - Volunteer veterinarian, Dr. Carol Lewis, DVM will provide follow up care for all patients as necessary. Caretakers will be encouraged to promptly report new cats coming into the colony the prevent repopulation of the colony. New cats will be promptly targeted for TNR.*

C-6-OUTREACH PLAN

This section should state how the Applicant plans to gain landowner support, neighborhood support, inform the community about their specific project (and how the community will benefit from it) and educate about feral cats in general. This may include outreach to the community on the importance of spaying and neutering cats while they are still in homes, since intact owned cats are at greatest risk for abandonment, escape, and relinquishment to shelters; communicate with individuals who have expressed interest in helping; and providing information on humane deterrents to landowners seeking to keep cats off their property.

The Outreach Plan can also include information gathering on potential sources of feral, stray, or free-roaming pet cats that may be adding to or may actually be the cause of a feral cat issue. Interacting with residents or leaving helpful material and contact information is a good way to not only educate the public on the benefits of altering cats, but also help locate new or undocumented colonies for future targeting. A price quote should be included for outreach items costing \$500 or more. If any signage is proposed, the draft text needs to be provided.

Applicants may find helpful information at the PetSmart Charities website:
(<http://www.petsmartcharities.org/pro/community-tnr-tactics-and-tools>).

SECTION EXAMPLE

Here is good example of an Outreach section:

President Tiffany Geib, Vice President Amy Craig, and Volunteer (former President) Cindy Smith have prepared a Power Point in order to educate the public about our mission, this project, and feral cats in general. This will be presented at local government council meetings, at fire halls, and other public gatherings/events.

Print materials from Alley Cat Allies will be made available to educate the public about free roaming cats, TNR, the vacuum effect, etc.

Postcards, posters, and brochures announcing the project will be distributed to the following locations: Department of Social Services, Delmarva Community Services (community center and life crisis assistance), Local Management Board, Baywater Animal Rescue, Kitty City Rescue, food banks, pet stores, grocery stores, retirement communities, places of worship, veterinary clinics/hospitals, and libraries.

Printed marketing materials will also be distributed door-to-door in areas that are considered "hot spots", based on referrals, based upon on-site observation of unaltered cats, and based upon complaints. This will be an effort to open a line of personal communication with the property owner/caretaker in order to begin TNR of the colony.

On September 23, 2018 volunteers will attend the Dorchester Center for the Arts Showcase where print materials will be distributed and face-to-face contact will be made with the general public as an outreach for this project.

C-7-PROJECT SUPPORT

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

In addition to coordinating efforts with local animal control and shelter staff to ensure that the target area is a source of intake (and detailed in the Expected Outcomes section), Applicants are encouraged to provide endorsements from other organizations or local governments that can confirm the value of their proposed project in reducing shelter intake and euthanasia.

Examples of ways to demonstrate support may include providing the following with the application:

- Letter from animal control agency servicing the project area.
- Letter from local health department.
- Support from county/city council – especially if the city or town that allows TNR is in a county that does not support TNR.
- Letters from other organizations or from a county representative where policy is being revised.

C-8-KEY PERSONNEL

The Applicant Key Personnel section should very briefly identify the project personnel and their role. This section need not contain lengthy biographical information. It should **exclude** veterinarian(s) as this information is covered in its own section.

C-9-VETERINARIAN PRACTICE /CLINIC CAPACITY

It is important that any veterinarian(s)/clinic(s) proposed as veterinary service providers can handle the workload if the application is approved. By submitting this application, the Applicant is indicating that a discussion with the proposed vet/clinic has taken place and assures that this commitment can be met, if funded. It is also important for the Applicant to explain the purpose of the Price Assurance form and that it represents a commitment to adhere to the stated prices for the duration of the project. Any price increase must be absorbed by the Applicant.

The name and license number of any veterinarian and/or clinic proposed to be used must be provided in this section so that MDA may confirm the provider's standing with their state's respective veterinary oversight board. All veterinarians and clinics proposed must be in good standing with their state's veterinary oversight board.

D. BUDGET AND ADDITIONAL FUNDS INFORMATION

Section D requires information regarding all items an Applicant wishes to see funded, their justification for these items, and any other sources of funds or contributions that may add to the project or may relate to the project.

D-1-BUDGET LINE ITEMS

This specifies how the grant dollars are to be used and consists of an itemized list of expected expenditures. It is important to be as clear as possible. **Lumping items using vague descriptions** (such as “handout materials”, or “transportation”) **is not acceptable**, and vague budget items will be redlined and not considered, nor will MDA seek clarification during the review process. Vague budget items can also impact your application funding. Please be precise.

While some employ the “shotgun strategy” (i.e.: throw everything in and let the SNAB delete what they don’t like), we do not recommend this as it make more work for the SNAB and can negatively impact the application review. Please review the subsequent sections relating to Allowable and Prohibited expenses.

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

SECTION EXAMPLE

Here are some examples of Budget Line Item descriptions:

Travel/Transport (cost/mile): 278 miles x 24 trips x \$.544/mile, + Bay Bridge Tolls for 24 trips - \$3,730.00
Printing costs (number and price): 250 8.5"x11" Fliers - Two *Don't Pay to Spay* fliers on each page - \$80.00

D-2-A-BUDGET ITEMS JUSTIFICATION

With the exception of the cost of rabies **and in most cases**, the Veterinary Services Cost, all other budget line items greater than \$500 need to be justified. Explain why the items listed are necessary to achieving the goals of the project and Program, and how this item is the best price and most effective use of the funds.

For durable items (life over 1 year) Applicants 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.

A strong justification is especially required if asking to cover staffing expenses.

SECTION EXAMPLE

Here is a good example of the justification for a coordinator position:

Part-time Outreach Coordinator - This position commands too much time and energy to rely on volunteers and be as efficient as possible. We are aiming to pay a volunteer who has been doing this work and deserves to be paid. The contribution this position makes to our program and the community is significant. Working in under-served communities is extremely complicated for a variety of uncontrollable reasons most of the time and the Outreach Coordinator for our team has a demanding and critical role work in this environment. With the increase each year of spay/neuter surgeries obtained, this year another 20% or 500 surgeries, we are now at the point of increasing our volunteer outreach team and number of community ambassadors, all who will be reporting to the Outreach Coordinator. We will supplement the \$12/hr, inclusive rate, with private donations to reach an inclusive hourly rate of \$20 which we find more appropriate for the demands on this position in Baltimore City.

D-2-B-TRAP REQUEST JUSTIFICATIONS

Traps are the most common equipment request made. Because these are a necessary component for meeting the Program's BMP and achieving the goals of the project, they are an allowable expense. However because this can also be a costly expense and be an asset to the Applicant well beyond the project completion, it is important that this expense be well-justified.

Under this subsection, the Applicant must provide information on the number of traps the Applicant currently owns or has access to, and the number of traps needed for the project, if funded.

Because there can be alternate sources for traps that an Applicant may not have considered (such as borrowing from a trap bank, or a shelter that may have loaners), or ways to reduce the cost, the Program would like to confirm that the Applicant has investigated any alternatives.

SECTION EXAMPLE

Here is a good example of a Traps Justifications section:

Traps you current own or have ready access to (number and type): 25

Traps needed for this project (number and type): 85

Additional Information. What steps have you taken to obtain or borrow traps from other sources (example: trap banks, other similar organization to yours, etc.) before making this request. If you are requesting special traps, such as fat cat traps, please explain why:

<Applicant's Organization> is significantly expanding its trapping effort with the additional newly identified 152 colony locations in the target region and the 60 traps are imperative for success. An average of 5 cats at each location underscores the trap necessity as a resource for residents. The additional 60 traps will have a direct effect on project productivity and success. <Applicant's Organization> has secured a discount on the traps from Trucatch saving \$1,200 shown in cost sharing.

D-3-COST SHARING AND IN-KIND CONTRIBUTIONS

Cost sharing is always encouraged and can positively affect the funding 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. A best guess of the value can suffice.

D-4-MATCHING GRANTS/FUNDING

If an application is dependent on another grant or additional funding from another source, details and copies of documentation (including the amount of additional requested funding, funding source, any requirements or parameters related to that additional funding source, and whether the funds have already been secured) must be included. If the applicant is being sought to meet a Matching Funds requirement of another grant, this must also be discussed.

FINAL ACKNOWLEDGEMENTS SECTION

By submitting the application, the Applicant is acknowledging that all information provided in the application and in the supplemental documents accompanying the application is complete, accurate, and truthful.