

Grant ID: 2404

Title of Proposal: Closing the Gap: Equitable Access to Spay, Neuter, and TNR**Agency Type:** Municipal**Total Funding Requested:** \$25,000.00**Check Payable To:** City of Crestview Animal Services

Application Information

Demographics

Name of Applicant Agency: Crestview Animal Services**Website Address:** cityofcrestview.org/697/animal-services**Person Submitting Proposal:** Kathryn Healey**Position:** Animal Services Supervisor**Person Submitting Proposal Email Address:** healeyk@crestviewpd.org**Person Submitting Proposal Cell:** 850-420-0368**Organization Head:** Lindsay Garrett**Organization Head's Email:** garrettl@crestviewpd.org**Organization Business Address:** 715 N Ferdon Blvd**City:** Crestview**State:** FLORIDA**Zip:** 32536**Organization Business Phone (xxx-xxx-xxxx):** 850-682-2055**County:** Okaloosa**Organization Head's Cell:** 850-612-6827

Agency Details

EIN:0% "> EIN: 596000295**Date of 501(c)(3) Incorporation:****Dates of Last Fiscal Year: Begin:** 10/01/24 **End:** 09/30/25**Organization Income in Last Fiscal Year:** \$6,791.00**Organization Expenses in Last Fiscal Year:** \$405,215.00**Number of Paid Employees:** Full Time: 4 Part Time: 0**How did you learn of the 2009 Florida Animal Friend grant competition?** Through colleagues and online advertising.**Year(s) of previous Florida Animal Friend grants (if applicable):****Previous Florida Animal Friend Applications:** Years Funded: 0 Year(s) denied/incomplete: 0**Auto-Generated (Previous Applications):**

Grant #	Proposal Year	Proposal Title	Status
2404	2026	Closing the Gap: Equitable Access to Spay, Neuter, and TNR	Funded

***Type of Organization (check all that apply):**☒ **Municipal Agency with Shelter**

- ☐ **Municipal Agency without Shelter**
- ☐ **Private Animal Shelter**
- ☐ **Private Animal Shelter with Municipal Contract**
- ☐ **Public Spay/Neuter Services**
- ☐ **Other Public Veterinary Services**
 - Non-profit Agency**
 - ☐ **TNR Group**
 - ☐ **Rescue Group**
 - ☐ **Other**

List the current President of your nonprofit organization (Not required of governmental agency):

Applicant Qualifications

For your organization, in the last complete fiscal year:

429 cats and 280 dogs were admitted.

367 cats and 254 dogs were adopted, transferred, or other live outcome.

29 cats and 11 dogs were euthanized.

333 cats and 162 dogs were sterilized.

Give additional background information on your organization's programs as they relate to this application and the qualifications of the personnel who will be in charge of this program. Show that you have the capacity to carry out this program.

Crestview Animal Services operates a progressive, data-driven animal welfare program serving a rural community of approximately 30,000 residents. Our work is rooted in reducing intake and euthanasia through proactive population management and accessible veterinary care. We maintain an active TNR program, coordinating consistent weekly sterilization appointments, and conduct high-volume spay/neuter transports twice monthly in partnership with regional providers. In addition, we support community members with access-to-care resources including low-cost preventatives, rehoming support, and foster-based interventions to keep animals out of the shelter system. These programs are integrated with our field services and supported by established partnerships, allowing us to operate efficiently despite limited municipal resources. The program will be led by Katie Healey, who brings nearly a decade of experience in animal welfare, including shelter operations, animal control, and community-based programming. She has completed extensive continuing education through national conferences such as HumanePro and forensic veterinary training programs, and has demonstrated success in transforming a historically high-intake municipal shelter into an adoption-focused, outcomes-driven organization. Under her leadership, the agency has improved length of stay metrics and expanded lifesaving programs while maintaining strong collaboration with law enforcement, veterinary partners, and rescue organizations. Crestview Animal Services has the operational structure, partnerships, and leadership expertise necessary to successfully implement and sustain expanded spay/neuter and access-to-care initiatives funded through this grant.

Florida Animal Friend grants are for low-cost and/or no-cost spay/neuter programs; If you currently have such a program, please describe

Crestview Animal Services operates a no-cost TNR program for community cats within city limits, ensuring there are no financial barriers for residents seeking assistance. Through this program, we coordinate the humane trapping, sterilization, and return of free-roaming cats in partnership with regional veterinary providers. All sterilization costs are covered by the agency, allowing community members to participate in population control efforts without out-of-pocket expense. This program is a critical component of our population management strategy, targeting high-density cat areas to reduce reproduction, nuisance complaints, and shelter intake. By providing accessible, no-cost services and working collaboratively with caregivers, we are able to make measurable progress in stabilizing the community cat population while improving overall animal welfare outcomes.

Number of animals sterilized in that program in the past year:

Cats: 115 Dogs:

Target Population

Florida Animal Friend is highly supportive of proposals that are focused on animal populations that are identified as substantial sources of dog or cat overpopulation rather than being diluted over too broad of a geographic area or diverse animal populations. Describe the specific target animal population(s) of the spay/neuter project proposed for this grant:

☒ Pets in low-income families ☒ Large mixed-breed dogs ☒ Trap-Neuter-Return of free-roaming community cats. EAR-TIPPING IS REQUIRED ☒ S/N services where demand exceeds current resources. ☐ Other

Geographical target area (name of city, county, zip codes, etc. Be as specific as possible.):

Crestview, Florida

Please explain what you believe are the most substantial sources of dog and cat overpopulation in the target area:

The most substantial sources of dog and cat overpopulation in the target area stem from limited access to affordable veterinary care, particularly in underserved neighborhoods. Many residents face financial, transportation and logistical barriers that prevent them from sterilizing their pets, resulting in repeated unplanned litters. Crestview Animal Services routinely goes above and beyond traditional animal control functions to support residents who are struggling but deeply committed to the wellbeing of the animals in their care. This includes working closely with community cat caregivers who are often managing multiple cats with limited resources, as well as pet owners facing economic hardship who must choose between necessities such as groceries, housing and healthcare and the cost of veterinary services for their pets. While these individuals want to do the right thing, spay and neuter surgery, particularly for large-breed dogs, is frequently out of reach without assistance. Through staff guidance, problem solving and informal support, Crestview Animal Services works proactively to prevent animals from entering the shelter whenever possible. However, without consistent access to free or subsidized sterilization services, these efforts are limited in their long-term impact. By providing targeted Trap-Neuter-Return services for community cats and spay/neuter assistance for owned pets in identified high-need areas, this program would allow Crestview Animal Services to serve these populations more effectively and address overpopulation at its source. These challenges are further amplified by the local economic landscape. A significant portion of households in Okaloosa County fall below the ALICE Threshold (Asset Limited, Income Constrained, Employed), meaning they earn above the Federal Poverty Level but still cannot afford the basic costs of living, including housing, food, healthcare and transportation. For many hardworking families, one unexpected expense can create financial crisis, making preventative veterinary care unattainable. By supporting caregivers and overwhelmed pet owners before animals enter the shelter system, this program helps stabilize animal populations, preserve the human-animal bond, and create sustainable, community centered solutions.

What kinds of spay/neuter services are currently available in the target area and in what ways are these resources currently insufficient to meet community needs?

For the average resident, access to affordable spay and neuter services remains a significant challenge. Outside of limited pop-up availability, individuals seeking low-cost sterilization must travel to Milton or Pace in Santa Rosa County, Dothan, Alabama, Panama City, Florida, or as far as Mississippi. All these options require a minimum of one hour of travel each way, with some exceeding that distance depending on appointment availability. For households already facing financial and logistical constraints, these travel requirements present substantial barriers, including transportation limitations, fuel costs and the inability to take time off work. These challenges disproportionately impact on underserved neighborhoods and often result in delayed or foregone sterilization, particularly for large-breed dogs and community cats. While Crestview Animal Services' twice-monthly transport to the Pensacola Humane Society help bridge some of this gap, capacity is limited and does not meet the broader community need. Without accessible, local and affordable spay/neuter services, overpopulation continues to be driven at the neighborhood level, reinforcing the need for targeted, community-based access to care solutions.

Objectives

What do you hope to accomplish with these funds (objectives should be specific and quantifiable)?

With the requested funding, Crestview Animal Services will expand access to spay and neuter services in underserved areas of the community to reduce pet overpopulation at its source. During the grant period, the program aims to achieve the following outcomes: Complete up to 500 spay and neuter surgeries, dependent on final per-surgery costs and service availability. Approximately 300 cat sterilizations, including: ~250 community cats through targeted TNR efforts in identified high intake areas ~50 owned cats belonging to low-income households unable to afford surgery without assistance Approximately 200 dog sterilizations, prioritizing: Owned, large-breed dogs in underserved neighborhoods where cost is a primary barrier to sterilization Dogs from households identified through intake data, field services activity, and community referrals Provide free or fully subsidized spay/neuter services to pet owners and community cat caregivers who would otherwise be unable to access care. Focus services geographically in neighborhoods contributing disproportionately to shelter intake and repeat litters, using shelter and field data to guide outreach and scheduling. Reduce future shelter intake and prevent repeat litters by addressing reproduction before animals enter the shelter system. Program success will be measured through the total number of surgeries completed, breakdown by species and ownership status, and intake trends from targeted areas during and following the grant period.

How does this program increase the number of sterilization surgeries above the existing baseline?

This program increases the number of sterilization surgeries above the existing baseline by expanding capacity beyond what

Crestview Animal Services' operating and medical budgets can currently support. At present, spay and neuter efforts are limited by finite departmental funds, requiring difficult decisions that prioritize urgent medical needs over preventative services. Grant funding would allow Crestview Animal Services to supplement, not replace, existing resources, enabling additional surgeries that would not otherwise be possible. By offsetting the cost of spay and neuter procedures, these funds free internal resources to be used more strategically while significantly increasing the total number of animals sterilized during the grant period. In addition, this program provides the opportunity to collect measurable outcome data demonstrating the impact of increased access to sterilization on shelter intake, repeat litters, and field service calls. These data will be used to inform future budget planning and to demonstrate to local leadership the cost-effectiveness and community benefit of sustained investment in preventative services. By leveraging grant funding to expand services now, Crestview Animal Services can both immediately increase the number of surgeries performed and build a data-driven case for long-term, locally funded spay and neuter programming in the future.

Methods

What criteria will you use to determine eligibility for your program?

Eligibility for this program will be determined based on a combination of economic need, ownership status, and geographic location within the target area. Specific criteria include: Resident of Crestview or surrounding underserved neighborhoods identified through shelter intake data, field services, and community reports as high intake or overpopulation "hot spots." Financial need: Pet owners must demonstrate economic hardship, either through self-attestation or participation in government assistance programs. Priority will be given to households that may otherwise be unable to afford spay/neuter surgery. Community cats: Cats living in colonies or free-roaming situations in identified neighborhoods. TNR will be prioritized for colonies contributing to repeated shelter intake. Owned pets: Dogs and cats whose owners meet the economic need criteria, with an emphasis on large-breed dogs in households unable to access local sterilization services due to cost or travel barriers. First-come, first-served within targeted neighborhoods, with scheduling and allocation informed by shelter intake trends and field observations to ensure maximum impact on overpopulation at the source. By applying these eligibility criteria, the program will focus resources where they can most effectively prevent shelter intake, reduce repeat litters and support caregivers and owners in need, ensuring a measurable community impact.

How will you advertise the program? Explain how the advertising will reach the target audience.

Crestview Animal Services will promote this program through a combination of direct community outreach and strategic partnerships to ensure residents in need are aware of available services. Initial promotion will include a press release distributed through local media, social media channels and the City's communication outlets to reach a broad audience. Additionally, the program will collaborate with local low-cost spay/neuter providers and alliances to host community sterilization days in targeted neighborhoods. These events will be promoted jointly through partner networks, community organizations and field staff to maximize participation among residents and community cat caregivers who face financial or transportation barriers. By combining public announcements with hands on, neighborhood focused engagement, the program ensures high visibility, equitable access and effective outreach to the populations most in need.

How will you address barriers to full use of the program such as transportation, illiteracy, and cultural hurdles?

Crestview Animal Services is committed to ensuring that no eligible resident is unable to access spay and neuter services due to barriers such as transportation, literacy or cultural challenges. As a small but highly resourceful agency, we take a hands on, boots on the ground approach to removing these obstacles. Staff and volunteers will personally engage with the community, including walking into underserved neighborhoods, connecting directly with residents and community cat caregivers and assisting with pet transport for those who cannot travel. We provide guidance, education and personalized support to ensure every participant can fully access services, regardless of language, literacy or socioeconomic status. By approaching these challenges proactively and creatively, Crestview Animal Services ensures that every barrier is addressed, making services accessible to all and maximizing the program's impact on reducing overpopulation at the source. Our track record demonstrates that no challenge is too large for our team, and this program will continue that tradition of making it work for the community, every step of the way.

Does this project involve the transportation of animals by someone other than the client? If so, describe.

Yes, this project will involve the transportation of animals by Crestview Animal Services staff and volunteers on behalf of clients who are unable to transport their pets. Our team will coordinate and provide transportation to and from veterinary providers, including low-cost community clinics, pop-up events and partner organizations such as Pensacola Humane Society. This service ensures that pets whose owners face transportation, mobility, or logistical barriers can still access spay/neuter procedures. All transportation will be conducted safely, following best practices for animal handling, crate use, and sanitation, to protect both the animals and staff. By offering coordinated transport, the program removes a critical barrier to access, allowing us to reach underserved pet owners and community cat caregivers who might otherwise be unable to participate.

Veterinary Services

What arrangements have you made with veterinarians to perform the surgeries?

Crestview Animal Services collaborates with a network of veterinarians and spay/neuter providers to ensure surgeries are available for program participants. While we partner with any veterinary provider willing to accommodate surgery dates, we collaborate most closely with Mack the Snipper, Pensacola Humane Society, Snip Happens and local clinics that offer discounted or shelter pricing,

including Southside Animal Hospital and Emerald Coast Animal Hospital. These partnerships allow us to maximize surgery capacity, schedule procedures efficiently, and provide both community cat and owned pet sterilizations. By leveraging multiple providers, the program ensures that funding is used effectively and that services are accessible to the highest need populations in our target areas.

Are they: ☐ In-House Veterinarian ☒ Outside Clinic ☐ Combination

Participating veterinary practices if surgeries will not be performed in-house:

Practice Name	Address	City	State	Zip	Phone	Lead Practice
Emerald Coast Animal Hospital	350 E Miracle Strip Pkwy	Mary Esther	FLORIDA	32569	(850) 243-5080	☒
Mack the Snipper	168 S Main Street	Crestview	Florida	32536	850-417-8779	☐
Pensacola Humane Society	5 N Q St	Pensacola	FL	32505	(850) 432-4250	☐
Southside Animal Hospital	821 Pearl St S	Crestview	Florida	32539	(850) 682-2626	☒

Fee Range

What is the fee range to be paid for spay and neuter and what is the distribution to be paid by the client vs. the grant program?
Keep in mind that Florida Animal Friend grant funds may only be used for costs directly associated with sterilization surgery. This includes pain medication, ear tipping, and \$ 2 per animal for rabies vaccinations. Costs for licensing, testing, transport, etc. are not to be paid for with grant funds.

	Amount Paid by Client	Amount Paid by Project	Total Amount
Range for Male Cats	\$0.00	\$50.00	\$50.00
Range for Female Cats	\$0.00	\$60.00	\$60.00
Range for Male Dogs	\$0.00	\$80.00	\$80.00
Range for Female Dogs	\$0.00	\$100.00	\$100.00

Please check each item below to indicate additional services offered at the time of surgery, whether the client is required to pay for them, and if so what the fee is. For example, if an examination is required for surgery but is not charged to the client it would be marked: Required ☒ Yes, Fee to client ☒ No

	Required, Optional, or Not Offered	Fee to Client?
Examination	☐ Required ☒ Optional ☐ Not Available	☒ No ☐ Yes
Rabies Vaccination if Due	☒ Required ☐ Optional ☐ Not Available	☒ No ☐ Yes
Other Vaccination if Due	☐ Required ☒ Optional ☐ Not Available	☒ No ☐ Yes
Pain Medication*	☒ Required ☐ Optional ☐ Not Available	☒ No ☐ Yes
Parasite Medication	☐ Required ☒ Optional ☐ Not Available	☒ No ☐ Yes
HW Testing	☐ Required ☒ Optional ☐ Not Available	☒ No ☐ Yes
Feline Leuk/FIV	☐ Required ☐ Optional ☒ Not Available	☒ No ☐ Yes
County License	☐ Required ☐ Optional ☒ Not Available	☒ No ☐ Yes
Ear tipping*	☒ Required ☐ Optional ☐ Not Available	☒ No ☐ Yes
Microchip	☐ Required ☐ Optional ☒ Not Available	☐ No ☐ Yes
Other	☐ Required ☐ Optional ☒ Not Available	☒ No ☐ Yes

*** = REQUIRED by grant**

Grant funds cannot be used for the above services except for pain medication, ear tipping, and \$2 per animal for rabies vaccination.

If necessary, please explain the procedures and fees described above:

Any additional fees outside of what is covered by this project will be paid by our agency.

Is this a voucher program? No

If so, how will you assure utilization of the program?

For your voucher program, how have you determined the capacity of the veterinarians listed above to handle the projected capacity?

Will you have the ability to report the number of vouchers issued and the number redeemed for spay/neuter surgeries?

Community Collaboration

Florida Animal Friend values community/inter-agency collaboration. Are there any local groups (such as rescue groups, animal control agencies, TNR groups, local businesses, local media, social service agencies, etc.) other than your organization and your cooperating veterinarians who are committed to assist?

☐ Yes ☒ No

Please list them and detail their level of involvement with the proposed effort.

Name	Level of Involvement
No records to display.	

Other Information

Provide any additional information that will help the grant selection committee understand how the program will operate to achieve its goals.

Crestview Animal Services operates as a small but highly effective agency, dedicated to addressing pet overpopulation at its source. This program will leverage our existing infrastructure, community relationships and partnerships with multiple veterinary providers to ensure maximum access and impact. Our approach is highly hands on: staff and volunteers will engage directly with underserved residents and community cat caregivers, removing barriers such as transportation, literacy or logistical challenges. We coordinate transport, assist with scheduling and provide personalized guidance so that every eligible pet can receive spay/neuter services. Surgery capacity will be achieved through collaboration with a network of providers, including Mack the Snipper, Pensacola Humane Society, Snip Happens, and local veterinary clinics offering discounted shelter rates. This flexibility allows us to schedule procedures efficiently for both community cats and owned pets, including large-breed dogs, in high-need neighborhoods. The program's operations will be data driven and targeted, using shelter intake and field service data to focus resources on neighborhoods with repeated overpopulation and high shelter intake. Outcomes, including the number of surgeries completed, species and ownership status, and geographic distribution, will be tracked to measure impact and inform future planning. By combining direct community engagement, strategic partnerships and targeted outreach, this program ensures that resources are applied where they will have the greatest effect, reducing shelter intake, preventing repeat litters and supporting caregivers and pet owners in need. Crestview Animal Services' commitment to flexibility, creativity and persistence ensures that no barrier is insurmountable, and that every effort will be made to achieve the program's goals.

Budget

Total number of sterilization surgeries projected:

Cats: 300 **Dogs:** 100

Total budget requested (Budget should not exceed \$25,000): \$25,000.00

Average cost/surgery projected: \$63.00

Describe any other funding sources for this program, i.e. other grants, targeted fundraising efforts, budget allocation, etc.

At this time, funding for this program will come solely from the Crestview Animal Services operating budget. While our team is

committed to providing spay and neuter services to the community, the department's current budget is limited and cannot fully meet the high demand for sterilizations, particularly for large breed dogs and community cats in underserved neighborhoods. Securing this grant will allow us to supplement our existing resources, significantly expand the number of surgeries performed and reach residents who would otherwise be unable to access these critical services.

What percent of the total cost of the program would this projected grant cover?

83%

If not 100%, please elaborate.

Timeline

PROJECTS CANNOT BEGIN UNTIL GRANT FUNDS ARE RECEIVED, usually before September 1.

All projects must be completed within 12 months of receipt of funding, with the final report submitted no later than September 1 of the following year.

Projected start date: 09/02/26/ **Projected end date:** 09/01/27

Unexpended funds

Any unexpended funds must be refunded to Florida Animal Friend within 30 days of the end of the project.

Requests for extensions

Requests for time extensions are discouraged and not often granted. If it is imperative to request an extension, such request must be made in writing at least 30 days prior to the end of the project. It is FAF's policy to seldom grant more than a 30-60 day extension.

Failure to submit reports and requests within the required time period will impact your agency's future grant applications.

Future Funding to Sustain Public Spay/Neuter

***Explain how the organization plans to fund this program in the future. Having sustainable plans including other grants, local donations and other services generating revenue enhances the chances of receiving this grant.**

Crestview Animal Services plans to sustain this program in the future by demonstrating its measurable impact to local leadership and advocating for annual budget allocation. By tracking outcomes such as the number of surgeries performed, reductions in shelter intake, and decreases in repeat litters, we will provide concrete data showing the program's effectiveness. This evidence will support a strong case to the City Council for ongoing funding as a regular line item in the municipal budget, ensuring that spay/neuter services continue to reach underserved populations and prevent overpopulation at the source.

Promotion of Florida Animal Friend Spay/Neuter License Plate

***Applicants selected for funding are expected to actively publicize their grant in support of their spay/neuter program and promote the sale of the Animal Friend license plate. Publicity efforts should include press releases, newsletters, website links, and social media posts, among other strategies. Florida Animal Friend's marketing firm will provide assistance and advice, and partner with your organization to achieve coverage. Please describe your plan to promote the Florida Animal Friend Spay/Neuter License Plate. Grantees are required to submit documentation of promotional endeavors with their final report as part of their reporting obligations.**

Crestview Animal Services will actively promote the Florida Animal Friend Spay/Neuter License Plate through multiple channels to raise awareness and support for our program. Promotion efforts will include: •Press releases distributed through local media outlets and city communications. •Social media posts across the City's and agency's official platforms, highlighting both the program and the license plate. •Website updates linking to Florida Animal Friend resources and encouraging residents to purchase the license plate. •Newsletters and community outreach materials distributed at events, low-cost spay/neuter clinics, and through partnerships with local organizations. Staff and volunteers will also use direct community engagement during field services, community cat TNR efforts and pet owner interactions to educate residents about the license plate and its role in funding spay/neuter programs. Crestview Animal Services will document all promotional efforts and include copies of press releases, social media posts, and outreach materials in the final report, in coordination with Florida Animal Friend's marketing team.

Number of FAF specialty plates on vehicles of staff and/or volunteers:

2-5