

## Application Submittal Checklist

*The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.*

- 1) Hawaii Compliance Express Certificate (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
  - a) Budget request by source of funds ([Link](#))
  - b) Personnel salaries and wages ([Link](#))
  - c) Equipment and motor vehicles ([Link](#))
  - d) Capital project details ([Link](#))
  - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

  
AUTHORIZED SIGNATURE

Dr. Lisa Labrecque, Chief Executive Officer  
PRINT NAME AND TITLE

12/30/2024  
DATE





STATE OF HAWAII  
STATE PROCUREMENT OFFICE

**CERTIFICATE OF VENDOR COMPLIANCE**

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

**Vendor Name:** MAUI HUMANE SOCIETY\*

**Issue Date:** 12/07/2024

**Status:** **Compliant**

Hawaii Tax#: 20603258-01  
New Hawaii Tax#: GE-1567461376-01  
FEIN/SSN#: XX-XXX0953  
UI#: XXXXXXX1191  
DCCA FILE#: 10221

Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
8821	Internal Revenue Service	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Exempt
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

**Status Legend:**

Status	Description
Exempt	The entity is exempt from this requirement
Compliant	The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance
Pending	A status determination has not yet been made
Submitted	The entity has applied for the certificate but it is awaiting approval
Not Compliant	The entity is not in compliance with the requirement and should contact the issuing agency for more information

**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

**Maui Humane Society**

(Typed Name of Individual or Organization)

  
(Signature)

12/30/2024  
(Date)

**Lisa Labrecque, DVM**

Chief Executive Officer

(Typed Name)

(Title)

# Application for Grants

*If any item is not applicable to the request, the applicant should enter "not applicable".*

## **I. Certification – Please attach immediately after cover page**

### **1. Hawaii Compliance Express Certificate (If the Applicant is an Organization)**

If the applicant is an organization, the applicant shall submit one (1) copy of a Hawaii Compliance Express Certificate from the Comptroller of the Department of Accounting and General Services that is dated no earlier than December 1, 2024.

ATTACHED

### **2. Declaration Statement**

The applicant shall submit a declaration statement affirming its compliance with [Section 42F-103, Hawaii Revised Statutes](#).

ATTACHED

### **3. Public Purpose**

The applicant shall specify whether the grant will be used for a public purpose pursuant to [Section 42F-102, Hawaii Revised Statutes](#).

This project will be used for a public purpose pursuant to Section 42-F-102 as detailed below in the following narrative responses to questions.

## **II. Background and Summary**

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of the applicant's background;

Maui Humane Society ("MHS"), the only open admission animal shelter in Maui County, has been serving the community for 71 years, welcoming all animals regardless of age, health, or temperament and acting as a central resource center for companion animal related matters. Each year MHS, a 501(c)(3) non-profit organization, helps thousands of animals and pet owners with programs and services directed at saving animal lives and advocating for the human-animal bond, which is critical to the emotional well-being and resilience of the Maui community. In addition, MHS provides animal management services for the County of Maui as well as education

and support for the 167,730 residents of Maui, of whom over 100,000 are pet owners.

**MHS provides the following Programs and Services:**

**Veterinary Services:** accessible low-cost veterinary care including spay/neuter surgeries to shelter animals, community cats, and owned pets whose owners cannot afford the high cost of private veterinary care. In FY24 a total of 2,560 community medicine procedures and 7,551 spay neuter surgeries were performed. In addition, in the aftermath of the 2023 wildfires the veterinary team performed 828 exams on fire survivors, some of whom required intensive hospitalization and follow-up care.

**Community Outreach/4EverPets Program/Pet Reunification:** outreach to financially disadvantaged and underserved pet owners to provide support including a Pet Food Bank, subsidized veterinary care, pet supplies, assistance to reunite lost pets with their families, and resources to prevent pet relinquishment and preserve families by keeping pets in homes with the people who love them. In FY24, 1,030,339 pounds of pet food were distributed, and 637 pet surrenders were deferred thanks to the support given to struggling pet owners.

**Wings of Aloha:** relocation program that transfers homeless animals to adoption-guaranteed shelters and rescues on the continent, giving these animals a second chance at life.

**Sheltering and Enrichment:** MHS takes in on average 14 animals each day—a total of 5,011 animals in FY24. In addition to sheltering, these animals receive food, veterinary care, spay/neuter surgeries, and enrichment.

**Adoption Programs:** place homeless animals into new homes, collaborate with the Cat Café in Kahului, Maui, and manage a satellite cat adoption center at Kahului Petco. In FY24 MHS found new adoptive homes for 2,125 animals.

**Maui Humane Society Fire Response:** Since the 2023 Maui wildfires, MHS has worked diligently to save every treatable pet, reunite lost pets with their families, and provide unwavering support for fire-impacted families so owners can avoid having to relinquish the animals they love. This support includes a Pet Food Bank, pet supplies, health certificates and airfare assistance for fire survivors forced to leave Maui, and veterinary care both onsite at the shelter and at mobile clinics held on the fire impacted West side of the Island.

**Volunteer and Foster Programs:** offer volunteer and fostering opportunities to enable the community to join in MHS' lifesaving work. In FY24, 4,818 volunteers worked 43,146 hours and 1,078 foster families donated a total of 121,628 foster care days to 3,244 homeless animals.

**Field Services:** Humane Enforcement Officers enforce animal related laws and investigate cases of animal cruelty and neglect while educating the public about best animal care practices. They also deliver services that support the community and help keep animals in their homes.

**Disaster Preparedness:** MHS partners with the Red Cross and Maui County Emergency Management Agency (MEMA) to staff pet-friendly shelters during natural disasters and educate Maui pet owners about emergency preparedness for their pets.

**Animal Management Services:** MHS provides animal sheltering and humane enforcement/field services for the County of Maui.

Based on these programs and services, it has been determined by the expending agency that Maui Humane Society meets the conditions of Section 42F-103, HRS, Standards for the award of grants and subsidies.

## 2. The goals and objectives related to the request;

Maui Humane Society is requesting funding for the newly expanded Community Medicine Program.

Many Maui pet owners are unable to afford veterinary care for their pets and desperately need MHS' help with all types of care, including spay/neuter surgeries. MHS is uniquely positioned to offer spay/neuter and other veterinary services, however the community demand for veterinary care is so great it has overwhelmed MHS' capacity. Effective ways are needed to meet this demand by making MHS clinics not only accessible to pet owners but also more financially self-sustaining.

If awarded, funding from this grant will be used to both support and expand how care is delivered and to develop payment options so that MHS veterinary services can become more self-sustaining by giving owners opportunities to contribute to their pet's care.

### **Delivery of Care:**

Types of care offered by the Community Medicine Program will include:

- 1) A new Community Medicine Outpatient Health Clinic on the MHS campus will provide appointments for wellness care, routine medical conditions, and vaccinations. Funding is needed to provide support for setup of the new clinic including veterinary practice software, equipment, and ongoing resupply of consumable medical and surgical supplies. This will be the first low-cost outpatient veterinary clinic on the Island of Maui.
- 2) The primary on-site MHS Veterinary and Spay/Neuter Clinic will provide low-cost medical and surgical care and spay/neuter surgeries for financially disadvantaged pets, community cats, and shelter animals. The clinic is small but mighty with more than 12,000 cases being performed annually in a 1,400 square foot space.
- 3) Mobile Veterinary Clinics utilizing the MHS Mobile Clinic Van will provide care in Hana, on the Westside (filling the gap left by the destruction of the only two veterinary clinics in Lahaina), and in underserved neighborhoods throughout Maui.
- 4) A Voucher Program is being developed and implemented. This new program will expand overall veterinary care capacity in our community by creating a partnership between MHS and community veterinary clinics that agree to accept program vouchers as partial payment for patient care, thereby helping owners defray the cost of taking their pet(s) to the private veterinary clinic of their choice.

### **Financial sustainability:**

In addition to providing new and innovative ways that Maui's pet owners can access veterinary care, funding from this grant will help support the implementation of a new fee and billing structure with the goal of providing low-cost veterinary services while taking the first steps towards making the MHS clinics as financially self-sustaining as possible. The new billing philosophy and structure will be modelled after the Open Door Veterinary Collective or similar programs, which have successfully enabled many non-profit clinics on the Continent to become self-sustaining. Goals will include developing a system of means testing that is effective but respectful of the cultural sensitivities of our stakeholders; developing a workable fee schedule and billing system that provides pet owners with payment options (often interest-free) and is sensitive to "ability to pay" realities; setting realistic long-term sustainability goals and objectives and preparing and training our staff to use the

Open Door Veterinary Collective model. The result will be a win-win—it will enable MHS to afford to provide more low-cost veterinary care and will benefit Maui’s pets and their owners.

### 3. The public purpose and need to be served;

- The high cost of private veterinary care on Maui has resulted in many pet owners being unable to afford veterinary care for their pets. Maui Humane Society is the only provider of low-cost veterinary care in Maui County. In addition to the MHS Veterinary and Spay/Neuter Clinic, mobile clinics, and voucher program, MHS will now offer an additional option for low-cost veterinary care at the new outpatient Community Medicine Clinic. Grant funding is needed to subsidize these low-cost programs so that MHS can improve access and affordability of veterinary services for pet owners in the community who need the help.
- Provide safety net services to improve the quality of life and health for companion animals, save animal lives, and reduce the spread of contagious disease in the animal population of Maui County.
- Reduce unnecessary intake of animals to the MHS shelter. Sadly, too many pet owners are compelled to surrender their much-loved animal companions because they find themselves unable to afford needed veterinary care. Avoiding such surrenders not only decreases shelter intake but also avoids the need for rehoming the animal once health issues are resolved.
- Address animal overpopulation in Maui County by continuing to provide accessible low-cost spay/neuter surgeries. Spay/neuter is key to addressing prolific breeding, a root cause of animal overpopulation and animal homelessness on Maui. The high cost charged by private veterinarians has put spay/neuter surgeries out of reach for many Maui pet owners.
- Develop affordable and flexible payment options so that pet owners can contribute to the health care of their pets.

### 4. Describe the target population to be served; and

The population of Maui County is more than 167,000, of whom over 100,000 are pet owners. MHS’ Community Medicine Program provides affordable veterinary services to financially disadvantaged pet owners who cannot afford care for their pets. This target population includes vulnerable or underserved pet owners faced with financial insecurity from job loss and other causes, residents experiencing homelessness, fire victims, seniors, low-income families, the disabled, people suffering from domestic or substance abuse, and other marginalized and underserved community members, particularly those with language or cultural barriers or those with distance/transportation challenges that make it difficult to access veterinary care. In addition, collaboration between MHS and the Maui Police Department MMEU (Medical and Educational Mobile Unit) has brought increased support, pet supplies, and basic veterinary care to unsheltered residents on Maui.

The MHS Community Medicine Program also works in collaboration with Molokai Humane Society to assist with spay/neuter surgeries for owned pets on Molokai and provides veterinary assistance for homeless dogs cared for by Animal Control Services, now managed by Maui Humane Society.

### 5. Describe the geographic coverage.

Recently MHS partnered with Michael Greenberg, DVM, Founder of the Veterinary Care Accessibility Project. Dr. Greenberg evaluated MHS animal intake, outcome, and multiple other categories of data to determine Maui’s Veterinary Care Accessibility Score. VCAS is an index that measures access to veterinary care in different

locations on our Island. Key takeaways from mapping MHS data revealed that: 1) the highest number of intakes (strays and surrenders) are from Kahului and Wailuku, 2) all parts of Maui rely on MHS for veterinary care, 3) West Maui is a veterinary desert and lacks pet resources in general, a situation made worse by the wildfires, 4) opportunities exist and are being pursued to coordinate pet food distribution with human food banks, 5) the most socially-vulnerable areas are Lahaina, and parts of Kahului and Wailuku.

MHS is using this data mapping and analysis to identify and develop improved community outreach tools in underserved geographic areas. For example, in response to the August 2023 wildfires, which destroyed the only two veterinary hospitals in West Maui, MHS is continuing to provide weekly veterinary clinics in Lahaina using the MHS veterinary mobile clinic van. Also, a leased MHS West side location serves as a hub for distributing pet food and supplies and providing a location for the MHS mobile veterinary clinic van to serve the community.

MHS continues to bring outreach wellness clinics to Hana, which until recently had no resident veterinarian, and a part-time MHS Humane Enforcement officer is based in Hana to assist with animal-related issues.

Although historically, Maui Humane Society has primarily served the island of Maui, recently MHS has responded to the need for increased support for Molokai and Lanai by expanding geographic coverage and partnering with these islands to provide new programs and services. For Molokai, this has meant MHS is now overseeing Humane Enforcement/Field Services and helping improve care of homeless dogs by construction of new, more humane dog housing. MHS veterinarians also help provide spay/neuter services for pets on Molokai. For Lanai, it has meant the establishment of a long-term partnership between MHS and Lanai Cat Sanctuary, with LCS providing a home to 200 feral cats who survived the fires, in exchange for MHS accepting and rehoming adoptable cats from LCS.

### **III. Service Summary and Outcomes**

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

Scope of work, tasks, and responsibilities of the MHS Community Medicine Program's four different care delivery methods are as follows:

#### **1. MHS Veterinary and Spay/Neuter Clinic**

MHS operates Maui's only animal shelter and veterinary clinic offering low-cost spay/neuter and medical care. The need for these services has grown significantly, with the clinic primarily serving shelter animals while also providing essential care for community animals needing affordable surgery and veterinary care.

#### **Services Provided**

##### **A. General Veterinary Care:**

- a. Acute injury and emergency treatment
- b. Basic wellness and preventative care
  - i. Vaccinations for dogs, cats, and rabbits

- ii. Deworming
- iii. Flea/tick/heartworm prevention
- c. Ill pet care
  - i. Ear infections, allergies, Infections, etc.

**B. Comprehensive Surgical Services:**

- a. Spay/neuter surgeries
- b. Extremity and tail amputations
- c. Mass removals
- d. Laceration and wound care
- e. Orthopedic surgery (e.g., fracture repair)
- f. Splint/cast applications
- g. Enucleations (eye removal)
- h. Hernia repairs
- i. Exploratory laparotomy

**C. Dental Care:**

- a. Dental cleanings
- b. Surgical tooth extractions

**D. Medications:**

- a. Antibiotics, steroids, pain relievers, appetite stimulants, anti-nausea medications, fluid therapy, and more

**E. Diagnostics and Laboratory Testing:**

- a. In-house services: urinalysis, fecal flotation, fine-needle aspirate cytology, ear and skin cytology, bloodwork using chemistry/hematology analyzers
- b. Off-site lab services: histopathology, non-urgent bloodwork, bacterial/fungal cultures, and advanced diagnostics

**F. Imaging:**

- a. Cardiac and abdominal ultrasounds
- b. On-site digital radiology

**2. MHS Out-patient Medical Clinic**

This new onsite facility offers Wellness and Routine care including:

**A. Vaccinations:**

- a. Core vaccines (e.g., distemper, parvovirus, Leptospirosis)
- b. Non-core vaccines (e.g., Bordetella)

**B. Parasite Prevention and Treatment:**

- a. Flea and tick preventives
- b. Heartworm testing and prevention
- c. Deworming

**C. Microchipping**

**D. Wellness Exams**

**E. Treatment of Minor Illnesses appropriate for outpatient care:**

- a. Ear infections
- b. Skin issues (e.g., allergies, hot spots)
- c. Urinary tract infections
  - i. Eye infections

- ii. Upper respiratory symptoms
- iii. Arthritis
- iv. Gastrointestinal issues
- F. **Wound Care** – Treatment for small cuts, scrapes, or abrasions
- G. **Behavioral Counseling** – Advice and treatment for common behavioral problems
- H. **Basic Laboratory Testing:**
  - a. Fecal exams for parasites
  - b. Heartworm testing
  - c. Parvo/Panleukopenia testing
- I. **Bloodwork** – General health panels (e.g., CBC, chemistry)
- J. **Urinalysis**
- K. **Skin Scraping** – Tests for mites or fungal infections (e.g., ringworm)
- L. **Cultures** – Bacterial and fungal cultures
- M. **Spay/Neuter Surgery**
- N. **Dental Exams**
- O. **End-of-Life Counseling** – Guidance on hospice care or euthanasia options
- P. **Low-Cost Prescription Medications** – Common meds like antibiotics or pain relief, using our online pharmacy
- Q. **Referrals** – Partnerships with full-service hospitals for advanced or chronic care
- R. **Health Certificates for Travel** – Discounted cost for shelter intake diversion program qualifiers
- S. **Fire/Emergency-Relief Care** – Support for pets affected by disasters
- T. **Feral Cat/Community Cat Services** – Trap-Neuter-Return (TNR) programs

### 3. MHS Mobile Veterinary Services

The MHS team travels to remote locations on Maui, including the Westside where local veterinary hospitals were destroyed in the fire, as well as other underserved and culturally or geographically isolated areas.

- A. Provide veterinary services for dogs, cats, rabbits, guinea pigs, and other species as appropriate.
- B. Perform health exams and treat conditions that can be managed on location, including minor surgical procedures, wound care, and skin treatments.
- C. Refer more advanced medical or surgical cases to the MHS Veterinary Clinic or other private local veterinarians for additional care.
- D. Conduct limited diagnostic testing and collect samples (e.g., blood, feces, urine, skin scrapings, culture swabs) as needed. Samples are either analyzed on-site, transported to the MHS clinic, or submitted to external laboratories.
- E. Provide microchip placement and confirmation to ensure pets can be identified and reunited with owners.
- F. Administer and prescribe various medications, including:
  - a. Flea and tick preventatives
  - b. Dewormers
  - c. Vaccines
  - d. Antibiotics
  - e. Eye and ear treatments

- f. Topical and allergy medications
- g. Pain management, sedatives, and behavior medications

**4. MHS Voucher Program**

Maui Humane Society is facilitating a voucher program in collaboration with private veterinary clinics to enhance access to veterinary care across the community.

- A. Partnership Agreements:
  - MHS is developing Memoranda of Understanding (MOUs) with private veterinarians willing to accept MHS vouchers as full or partial payment for services provided to patients.
  - This collaboration allows pet owners to seek care for their animals from their own trusted veterinarian, thereby increasing the overall capacity of the community to meet the veterinary care needs of its animals.
- B. Voucher System:
  - Voucher amounts are determined based on the type of care required and the need qualification of the pet owner.
  - Additional funding will be made available for unique or exceptional cases, assessed on a case-by-case basis.
- C. Expanding Care through Collaboration:
  - By working with private veterinary clinics, this program ensures broader availability of services and strengthens community partnerships to address the growing demand for veterinary care.

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

**Community Medicine and Access to Care Veterinary Program Timeline**

**Year 1 Goals: Build, Implement, and Assess Program**

Activity/Milestone	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Key Personnel
Finalize program scope and care delivery categories	X				Medical Director, Community Medicine Manager (CMM), Community Medicine Lead (CML)
Hire key staff: Community Medicine Manager	X				Medical Director

Develop detailed implementation plan: services, logistics, and outreach	X	X			CMM, CML, Medical Director
Identify key community partners and finalize MOUs	X	X			CMM, CML, Medical Director
Design voucher program structure and partner agreements	X	X			CMM, CML, Medical Director
Launch pilot voucher program (10+ animals/month)		X	X	X	Medical Director, CML
Identify and secure mobile clinic locations, plan for quarterly vx/mc clinics	X	X	X	X	CMM, CML
Resupply medications and consumable supplies	X	X	X	X	CML, Community Medicine Assistant (CMA)
Recruit and train community medicine staff and volunteers	X	X	X		CMM, CML, DVMs
Conduct mobile clinics (4-5/month, goal: 15-20 animals/clinic)	X	X	X	X	Medical Director, CML, CMA, Volunteers, DVMs
Operate fixed site community medicine outpatient clinic (0.5 to 1 days/week)		X	X	X	CMM, Medical Director, CML, CMA, DVMs
Assess and report on program success				X	Medical Director, CMM, CML
Refine workflows and program goals for Year 2				X	CMM, Medical Director, CML

**Key Notes for Implementation**

1. **Staffing:**
  - Hire/appoint **Community Medicine Manager (CMM)**, **Community Medicine Lead (CML)**, and **Community Medicine Assistant (CMA)** in **Quarter 1**.
  - Begin volunteer recruitment and training in **Quarter 1** and continue throughout Year 1.
2. **Community Partnerships:**
  - Finalize partnerships and MOUs with local private veterinarians and community organizations by **Quarter 2** to expand program reach and capacity.
3. **Infrastructure Development:**
  - Identify and secure mobile clinic locations by **Quarter 1** to allow mobile clinics to launch by **Quarter 2**.
  - Open a fixed-site community medicine clinic in **Quarter 2**, starting with 0.5 day/week operations and expanding to 1 days/week in **Quarter 3**.
4. **Program Rollout:**
  - Start a pilot voucher program in **Quarter 2** to provide accessible care options while assessing demand and logistics.
  - Hold mobile clinics (4-5+/month) in **Quarter 2** with a focus on underserved areas.
  - Expand fixed-site services by **Quarter 3** to meet growing community demand.
  - Plan for quarterly low-cost vaccine/microchip clinics
5. **Assessment and Reporting:**
  - Track progress monthly against program goals: number of animals served, access to care improvements, and overall impact.
  - Assess program outcomes and refine workflows for Year 2 in **Quarter 4**.

**Team Structure**

Role	Responsibilities
<b>Medical Director</b>	Oversees program, ensures quality of care, supports hiring, and monitors progress toward milestones.
<b>Community Medicine Manager</b>	Coordinates program operations, staffing, scheduling, and partner relationships.
<b>Community Medicine Lead</b>	Provides operational leadership, organizes clinic logistics, and ensures program efficiency.
<b>Community Medicine Assistant</b>	Provides logistical and administrative support, resupply, and assists with clinic setup/operations, client intake, and animal handling.

<b>Veterinary Technicians/ Assistants</b>	Perform clinical support tasks at community clinics, and mobile events.
<b>Volunteers</b>	Assist with logistics, administration, client intake, and some animal handling at clinics.

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

- MHS believes strongly in the importance of collecting and analyzing organizational data to develop and implement effective program strategies. For this reason, a full-time Data Specialist works with all departments including veterinary, to collect, collate, and analyze organizational data. This is having a positive impact on improving operational pathways.
- For all MHS veterinary programs, comprehensive data collection is done by DVMs, Community Medicine Liaison, and Veterinary Assistants/Technicians who track illness type, surgery numbers and type, procedure numbers and type, owner demographics, species (dog, cat, rabbit, other), and more.
- For medical and surgical cases, veterinary professionals will monitor response to treatment with recheck vet appointments, phone calls, and text messages.
- Scheduling will be monitored, and additional community medicine clinics and appointment times will be added or removed based on community need.
- New veterinary practice software is being acquired. Veterinary practice software plays a crucial role in ensuring the smooth operation of a low-cost veterinary clinic by automating essential tasks such as patient record management, appointment scheduling, and billing. This reduces administrative burdens and minimizes errors, helping to lower operational costs. With features like inventory tracking and client communication management, the software enhances clinic efficiency, allowing staff to focus more on providing quality care at affordable prices for pet owners.
- Donations and payment for services will be customized according to each owner’s financial situation. As mentioned above, a new system of payment/billing is being developed using the Open Door Veterinary Collective Model with the goal of making MHS veterinary care options as financially self-sustaining as possible while being sensitive to “ability to pay” realities in our community.
- All data will be reviewed and compared to previous data to look for trends and areas where improvement is needed.

4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program’s achievement or accomplishment. Please note that if the level of

appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

**Demographics**

- Client: zip code
- Patient: age, species, spay/neuter status, whether publicly owned, a shelter animal, managed community cat, or other.

**Medical**

- Veterinary services provided at on-site MHS Veterinary and Spay/Neuter clinic:
  - # animals treated
  - # of spay/neuter and other surgeries completed on community cats and owned animals
- Veterinary services provided at on-site MHS Community Medicine Out-patient Clinic:
  - # of patients treated
  - Summary of problems/issues treated—see scope of work listing above for examples
- For care provided at satellite or mobile community medicine clinics:
  - # patients treated
  - Summary of problems/issues treated—see scope of work listing above for examples
- Voucher patients:
  - Total value of vouchers provided
  - Number of voucher cases funded
- Non-Medical Supplies
  - Pounds of food/number of leashes/OTC flea meds, and other supplies distributed
  - # Licenses sold
- Other metrics

**IV. Financial**

**Budget**

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
  - a. Budget request by source of funds ([Link](#)) ATTACHED
  - b. Personnel salaries and wages ([Link](#)) ATTACHED
  - c. Equipment and motor vehicles ([Link](#)) ATTACHED
  - d. Capital project details ([Link](#)) N/A
  - e. Government contracts, grants, and grants in aid ([Link](#)) ATTACHED
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2026.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$70,000	\$70,000	\$70,000	\$70,000	\$280,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2026

Funding of the amounts listed below has been requested for fiscal 2026 ongoing annual contracts with the County of Maui:

- Animal Sheltering \$2,303,000
- Humane Enforcement \$1,175,000
- Spay & Neuter Program \$165,000
- Molokai Animal Services \$143,000

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

Tax credits were applied for and received under the Internal Revenue Service's Employee Retention Credit program, with totals of \$358,068 for calendar 2020, and \$1,124,431 for calendar 2021. \$358,068 for 2020 was received 10/22 and the 2021 was partly paid 6/23 (\$731,168) and the remainder 8/23 (\$445,685). Interest increased the total of the 2021 credit to \$1,176,853.

No tax credits were applied for or received in 2022 or 2023. No applications for tax credits pertaining to a 2024 capital project are anticipated.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2026 for program funding.

**Fiscal 2022** (July 1, 2021 – June 30, 2022):

- County of Maui, Animal Sheltering \$1,598,468
- County of Maui, Humane Enforcement \$991,650
- County of Maui, Spay & Neuter Program \$100,000

**Fiscal 2023** (July 1, 2022 – June 30, 2023):

- County of Maui, Animal Sheltering \$1,848,000
- County of Maui, Humane Enforcement \$1,130,000
- County of Maui, Spay & Neuter Program \$100,000

**Fiscal 2024** (July 1, 2023 – June 30, 2024):

- County of Maui, Animal Sheltering \$2,033,000
- County of Maui, Humane Enforcement \$1,111,000
- County of Maui, Spay & Neuter Program \$125,000
- Molokai Animal Services \$282,000
- State of Hawaii GIA grant award \$150,000

**Fiscal 2025** (July 1, 2024 – June 30, 2025):

CONTINUATION FUNDING

- County of Maui, Animal Sheltering \$2,033,000
- County of Maui, Humane Enforcement \$1,121,000

- County of Maui, Spay & Neuter Program \$125,000
- County of Maui, Molokai Animal Services \$140,000

NEW FUNDING: (July 1, 2024-June 30,2025)

- State of Hawaii CIP grant award \$500,000;

**Fiscal 2026:** (July1, 2025-June 30, 2026)

- County of Maui Funding applied for as stated under #3 above
- No other Federal or State program funding has been awarded for fiscal 2026

6. The applicant shall provide the balance of its unrestricted current assets as of December 31,2024

Board Restricted Funds	\$ 9,179,974
Unrestricted Funds Encumbered	\$ 1,100,000
Unrestricted Funds Available	\$13,800,960

## **V. Experience and Capability**

### **1. Necessary Skills and Experience**

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

For many years, Maui Humane Society has provided veterinary care and sterilization surgeries for shelter animals. In 2015, MHS embarked on a new and aggressive spay/neuter initiative to increase the number of spay/neuter surgeries performed. In addition to performing spay/neuter surgeries on homeless shelter animals, low-cost spay/neuter surgeries were made available to publicly owned pets and community cats for the first time. As a result of this effort, over the last ten years more than 30-high-volume, low-cost MASH (Mobile Animal Surgical Hospital) or Good Fix clinics have been held, each of which have resulted in 200-900 sterilization surgeries performed per clinic.

In February 2017, a newly expanded MHS Veterinary Hospital, including a Community Spay/Neuter clinic, opened, significantly increasing surgical capacity and enabling MHS to provide 5 day-a-week, year-round, no- and low-cost spay/neuter surgeries and other veterinary care to shelter animals, community cats, and at-risk publicly owned pets whose owners could not otherwise afford needed veterinary care. Over 50,000 animals have been spayed or neutered at the clinic since 2017 and many also received other types of affordable veterinary care. Veterinary Statistics for FY24 include 7,551 spay/neuter surgeries and 2,820 Hope Fund procedures performed, 436 hospitalized patients cared for, and 828 fire exams requiring sedation, vaccination, deworming, injury assessment and spay/neuter if needed provided. In addition, 2,040 mobile clinic exams were done in FY24. The Veterinary team's dedication and hard work have led to unprecedented achievements in veterinary care and community support.

## **2. Facilities**

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

Maui Humane Society is a full-service open admission animal shelter, built in 1986 and located in Central Maui on 3.5 acres adjacent to Veterans Highway (Route 311). The main structures include a Welcome/Intake/Retail building, Adoptions Center, Humane Enforcement office, Cat 'Ohana, Dog Kennels, the MHS Veterinary and Spay/Neuter Clinic, a 24' x 60' modular office building, and a recently added 40-foot container building, which will house the new MHS Outpatient Medical Clinic.

The primary onsite MHS Spay/Neuter and Veterinary Clinic is 1,440 square feet in size and consists of an operating suite with three surgical tables; prep station with two wet tables; a central recovery area; "dog ward" room with treatment area and 12 individual dog recovery kennels; "cat ward" room with treatment area and individual recovery kennels. The clinic also contains workstations for staff, an instrument cleaning and sterilization area, a lab station, and laundry room. Shoreline holding kennels located immediately adjacent to the clinic are used for holding extra-large dogs. For patients needing hospitalization overnight, there is a separate hospital area. Equipment in the clinic includes two pre-op wet prep tables, three surgery tables, five surgery lights, lab equipment including a chemistry/hematology blood analyzer, ultrasound machine, and digital x-ray machine. The clinic is an "open concept" design so that all areas can be seen and observed either through glass windows or doors.

In FY23, a large van specially designed to be used as a mobile veterinary clinic was donated and has been in constant use ever since, offering vital services to underserved areas of the island including Hana, the Westside where both private veterinary clinics were lost in the wildfires, MMEU clinics done in collaboration with MPD, and quarterly onsite microchip clinics held at MHS. The vehicle is fully equipped with medical equipment and consumable supplies and medications. In FY24, 68 separate clinics were held and 3,249 exams performed.

Recently Maui Humane Society purchased a remodeled 40-foot container-type building, which will become the new MHS Community Outpatient Medical Clinic. Staffing will require one DVM, two veterinary technicians or assistants, a receptionist, and one volunteer for each clinic. If awarded, part of the funding from this grant will help support staffing, specialized community clinic software, and consumable supplies for this new outpatient clinic.

## **VI. Personnel: Project Organization and Staffing**

### **1. Proposed Staffing, Staff Qualifications, Supervision and Training**

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

**Staffing** for the MHS Community Medicine Program involves both paid staff and MHS volunteers. The veterinary team and their qualifications, supervision and training are as follows:

Lisa Labrecque, DVM, Chief Executive Officer, Maui Humane Society. Over 21 years' experience in animal welfare industry, past Director of MHS Community Spay/Neuter Programs, and prior to returning to Maui in July 2023, Senior Director of Veterinary Services at two mainland animal shelters. Dr. Labrecque also owned and operated a private veterinary clinic for nearly a decade and will provide administrative direction and medical oversight for the MHS Community Medicine Program.

Laurie Gaines, DVM, Director of Medical Services, Graduate Certificate in Shelter Medicine, Humane Alliance trained in high-quality, high-volume spay/neuter surgery, 15 years' experience in small animal and shelter medicine, Fellowship in Shelter Medicine. Fear Free and low stress handling certified.

Jennifer Fitzpatrick, DVM, Veterinarian, Humane Alliance trained in high-quality, high-volume spay/neuter surgery, 14 years' experience as small animal veterinarian, Fear Free and low stress handling certified.

Kim Thomson-Kerr, DVM, Veterinarian, has a special interest in diagnostic imaging, soft tissue, orthopedic and dental surgery, with 27 years' private practice and shelter medicine experience, Fear Free and low stress handling certified.

Paige Okamoto, DVM, Master of Biological Science, Veterinarian, newest member of the MHS Veterinary Team with equine and small animal experience. Certifications: USDA Accredited Veterinary, CERT, TLEAR, and CBRNE for emergency and natural disaster response. Fear Free Certification is in progress.

Miyo Kim, DVM, MHS Medical Director for 26 years with expertise in shelter medicine, recently retired, now working part-time, Fear Free and low stress handling certified.

Support Staff: Three FT surgical technicians/assistants and three FT shelter technicians/assistants, one Community Medicine Technician, one PT veterinary assistant, all Fear Free and low stress handling certified. Under the guidance of our DVMs, shelter technicians/assistants are responsible for the medical care of all animals housed at our animal shelter and hospital area. Surgery technicians/assistants are responsible for the pre-op, intra-op, and post-op care and monitoring of all animals entering the shelter and the clinic for spay/neuter or other surgeries or sedated procedures. Community Medicine technicians and assistants are responsible for caring for owned community pets through onsite appointments or mobile appointments, as well as community outreach veterinary events such as vaccine and microchip clinics.

Three specially trained volunteers work in the clinic each day and one works in the hospital, assisting with paperwork, observation of animals in the recovery area, and hospital treatments. Some have human medical experience, all have been trained by MHS veterinarians and technicians, and many of the assigned volunteers have worked in the clinic for many years so they have a great deal of experience. Volunteers also assist with mobile clinics.

Staff from other departments are also involved with the MHS Community Medicine Program in various support capacities. They include Customer Service personnel who do intake and data collection for patients and owners on the day of surgery/treatment and refer clients who cannot afford spay/neuter or other veterinary care costs to the 4EverPets Assistance Program. Members of the Marketing Department use communication modalities including the MHS website, social media, and other methods to make the public aware of the availability and categories of veterinary services and will be publicizing the new Outpatient Clinic and Voucher Program. The Data Specialist assists with data collection and analysis. Staff from the 4EverPets Program and Humane Enforcement Officers educate the public about the need for veterinary care and refer animals for veterinary care and spay/neuter surgeries, especially those animals whose financially disadvantaged or homeless owners cannot

afford care. The Finance Director monitors program budget and expenditures, pays invoices, and manages grant disbursements.

The primary MHS Veterinary and Spay/Neuter Clinic operates five days a week, unless there is a holiday or closure. Two to three veterinarians, 5 to 7 technician/assistants, and three specially trained volunteers are scheduled each working day. If two veterinarians are in surgery, they can perform 60 or more surgeries/procedures a day with each vet completing 20 to 30 surgeries in a 4-hour period, operating on cats, dogs and occasionally rabbits. On “feral cat Mondays”, even more spay/neuter surgeries are performed. Animals remain for observation for several hours post-op while they recover from anesthesia and are then either discharged, held for additional observation, or hospitalized for as long as necessary.

Mobile and satellite clinics are typically staffed with one DVM, one Community Medicine tech, one to two technicians/assistants, two to three volunteers, and a receptionist. Depending on the nature of the clinic, outreach or humane enforcement staff may accompany the medical team. The staffing pattern and schedule for the new MHS Community Outpatient Clinic is currently being developed.

**2. Organization Chart**

The applicant shall illustrate the position of each staff member and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

ORG CHART ATTACHED

**3. Compensation**

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

Highest Paid Annual Salaries	
Chief Executive Officer	\$170,000
Veterinarian	\$153,976
Veterinarian	\$153,920

**VII. Other**

**1. Litigation**

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

- On May 17, 2024, a community member filed suit against Maui Humane Society, claiming one of her cats was adopted out rather than being returned to her owner. Maui Humane Society denies the allegations and intends to defend itself.
- On November 26, 2024, a former Maui Humane Society employee sued the organization, claiming wrongful termination and libel/slander. Maui Humane Society denies the allegations and intends to defend itself.

## 2. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

- Veterinarians and Certified Veterinary Technicians are licensed by the State of Hawaii.
- The animal crematorium is licensed by the State of Hawaii.
- The x-ray machine is licensed and registered by the State of Hawaii.

## 3. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see [Article X, Section 1, of the State Constitution](#) for the relevance of this question.

N/A

## 4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2026 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2026, but
- (b) Not received by the applicant thereafter.

We are confident that MHS' financial health and strong commitment to the Community Medicine Program will ensure program sustainability when the grant award ends. We base this confidence on our excellent donor base, investment income, funding from the Maui County Animal Management Contract, event income, and revenue from services (adoption fees, fees from Hawaii Quarantine Direct Release Service, end of life services, veterinary fees, and merchandise sales), all of which have enabled MHS to maintain a balanced budget during significant organizational growth. In addition, we have worked diligently and successfully in recent years to secure additional funding and resources from grants and donations to sustain and expand programs and services to achieve our lifesaving goals. Future funding support is assured both by the aforementioned efforts and the MHS long-term fiscal growth strategy, which includes:

- Fundraising events including the Fur Ball Gala, Wags to Riches Event, Charity Walk, MHS Calendar contest and sales, virtual auctions, and other smaller events.
- Continued growth of fundraising efforts to reach both individual and business donors.

- Improving grant writing capability and success by enlarging the pool of grant writers and utilizing advanced data collection techniques to enhance the quality of our applications.
- Ongoing revenue from MHS investments.
- Providing Animal Management Services for the County of Maui.
- Continued implementation and expansion of our robust MHS Legacy Program.



## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

Applicant: Maui Humane Society

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Veterinarian	4.0	\$617,101	13.0%	\$ 80,364.00
Veterinary Technician	12.0	\$653,285	13.0%	\$ 85,076.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
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				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				165,440.00
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2025 to June 30, 2026

Applicant: Maui Humane Society

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2025 to June 30, 2026

Applicant: Maui Humane Society

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY:2023-2024	FY:2024-2025	FY:2025-2026	FY:2025-2026	FY:2026-2027	FY:2027-2028
PLANS	N/A					
LAND ACQUISITION	N/A					
DESIGN	N/A					
CONSTRUCTION	N/A					
EQUIPMENT	N/A					
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>						

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Applicant: Maui Humane Society

Contracts Total: 165,000

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)</b>	<b>CONTRACT VALUE</b>
1	Spay & neuter services	7/1/25 - 6/30/26	Dept of Human Concerns	County of Maui	165,000
2					
3					
4					
5					
6					
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