

Attachment B

CDFA 2026 Pet Lover's Spay and Neuter Grant Program Grant Management Procedures Manual

2026 Pet Lover's Spay and Neuter Grant Program Grant Management Procedures Manual

Effective Date: June 1, 2026



Show Your Support for Spay and Neuter Programs

☒ **Check off** Animal Homelessness & Cruelty Fund

CA Personal Income Tax Return Contributions — **Line 431**

Prevention of Animal Homelessness and Cruelty Fund ● 431 00



**California Department of Food and Agriculture
Office of Grants Administration**

1220 N Street, Room 120

Sacramento, CA 95814

(916) 657-3231

grants@cdfa.ca.gov

This page was intentionally left blank.

Table of Contents

Overview	1
Program Purpose	1
Purpose of the Grant Management Procedures Manual	1
General Responsibilities	1
Office of Grants Administration	1
Grant Recipients	1
Recipient Resources	1
State Regulations	1
 Prior Approval Required	 3
 Project Management	 4
Allowable Costs	4
Unallowable Costs	4
Direct and Indirect Costs	4
Direct costs	4
Indirect costs	5
Scope of Work Revisions	5
Line Item Shift Requests	6
Notification of Problems and Delays	6
Timekeeping Requirements	6
Travel	6
Contractors/Consultants	7
Competitive Process	7
Written Agreement	7
Contractor/Consultant Invoices	8
Promotion Awareness of the Pet Lover’s Spay and Neuter Grant Program	8
Publicity and Acknowledgment	8
Publicity	8
Acknowledgment of Support	8
CDFA Logo Usage	8
 Invoicing	 9
Payment Methods	9
Advance Payments	9
Reimbursement Payments	10
Invoices	10
When to Submit Invoices	10
Completing an Invoice	10

Supporting Documentation..... 11

Withholds..... 11

 Withhold Payment Notification 11

 Withhold Pending Closeout..... 11

Reporting Requirements..... 12

Remedies for Noncompliance 13

 Remedies for Noncompliance..... 13

 Additional Conditions..... 13

 Termination of Grant Agreement 14

 Appeal Process 14

Closeout 15

 Record Retention..... 15

Overview

Program Purpose

The California Department of Food and Agriculture's (CDFA) Pet Lover's Spay and Neuter Grant Program (Program) was developed to stop pet overpopulation in California by providing funds for spay/neuter services to municipalities and non-profit organizations in California. The Program is funded by the following sources:

- Pet Lover's License Plate Program: Fees associated with the original purchase, annual renewal, and conversion of Pet Lover's license plates from the California Department of Motor Vehicles.
- Prevention of Animal Homelessness and Cruelty Voluntary Tax Contribution Fund: Contributions provided by California individuals in excess of their tax liability when filing their annual tax returns.

Purpose of the Grant Management Procedures Manual

The Grant Management Procedures Manual (Manual) is designed to provide direction to Grant Recipients (Recipients) for the successful management of Program funded projects. The Manual identifies the roles and responsibilities of all parties and describes the processes and procedures required by the terms and conditions of the Grant Agreement.

General Responsibilities

Office of Grants Administration

The CDFA Office of Grants Administration (OGA) manages the Program Grant Agreements and ensures Recipients are compliant with program requirements and grant terms and conditions. The OGA also provides Recipients with technical assistance throughout the Grant Agreement term.

Grant Recipients

Recipients implement the Grant Agreement scope of work and ensure all project activities, including contractor/consultant activities, comply with applicable state and local laws, program requirements, and the Grant Agreement terms and conditions.

Recipients are responsible for submitting timely and accurate invoices during the project term as well as submitting a Final Performance Report.

Recipient Resources

Forms and templates referenced in this manual, as well as the Manual, can be found on the CDFA Program [Recipient Resources website](#).

State Regulations

California Code of Regulations, Title 3, Division 1, Chapter 5, [Grant Administration](#),

(Regulation) outlines the administrative regulations applicable to Program grant funds. Additionally, pursuant to Section 330.2, is a list of [allowable and unallowable items of cost](#). Failure to mention a particular item of cost is not intended to imply the cost is allowable or unallowable.

Additional guidance regarding the Regulations and the allowable and unallowable items of cost is available from the assigned Grant Analyst.

Prior Approval Required

Prior approval is required from OGA for the following:

- Revision of the scope of work, objectives, outcome measures, work plan, activities, milestones, dates, or deliverables
- Budget changes
- Line-item shifts
- Contracting out or obtaining the services of a third party
- Change in Recipient organization or key personnel
- Absence of key personnel, or a reduction of key personnel time committed to the project of 25 percent or greater
- Program Income not previously approved, or changes to the use of Program Income (if applicable)

The information required for a request for approval varies according to the type of approval sought. Contact the assigned Grant Analyst for the information required for your situation.

Failure to obtain prior approval may result in costs being deemed unallowable and request for reimbursement being denied.

Project Management

Allowable Costs

A cost is allowable if it directly relates to the approved project and is incurred solely to advance work under the Grant Agreement. Allowable costs may include salaries and wages, fringe benefits, travel, supplies, contractors, or other direct costs to directly provide spay and neuter services.

Expenditures must conform to CDFA program requirements, and be:

- Necessary and reasonable for proper and efficient performance and administration of the project.
- Authorized or not prohibited under state or local laws or regulations.
- Consistent with policies, regulations, and procedures that apply uniformly to both state funds and other activities of the governmental unit.
- Determined in accordance with generally accepted accounting principles.
- Adequately documented.

Unallowable Costs

A cost is unallowable if it does not comply with program requirements or other terms and conditions of the Grant Agreement. A cost is also unallowable if it is not contained in the approved scope of work or is not necessary and reasonable to advance the work of the project. Unallowable costs will not be reimbursed.

Specific expenses that are unallowable include, but are not limited to, administrative costs (rent, utilities, general use office supplies, etc.), other animal services costs (wellness exams, vaccinations, flea treatment, microchipping, ear tipping, tattooing, etc.), incentives and donations (raffles, incentives, gifts, donations, including giveaways to the public, such as key chains, t-shirts, hats, pens, stickers, etc.), hospitality suites, alcoholic beverages, costs of entertainment, costs associated with lobbying, costs for organized fundraising including financial campaigns and solicitation of gifts, scholarships, equipment, capital improvements/expenditures.

Additional guidance regarding allowable and unallowable costs and activities is available from the assigned Grant Analyst.

Direct and Indirect Costs

Direct costs

Direct costs are costs that can be identified specifically with a particular project or can be directly assigned to a project activity relatively easily with a high degree of accuracy. Typically, direct costs include, but are not limited to, compensation for employees who work directly on the project and supplies necessary to the project.

Indirect costs

Indirect costs (also known as “facilities and administrative costs”) are costs incurred for a common or joint objective that cannot be identified specifically with a particular project, and are unallowable for the Program. Typically, indirect costs include, but are not limited to, compensation for executive officers, and administrative and clerical staff, costs of operating and maintaining facilities, general administration expenses (such as supplies that cannot be identified specifically with a particular project), accounting and personnel services, depreciation, and insurance.

Scope of Work Revisions

Scope of Work (SOW) revisions are required when changes to activities, milestones, dates, deliverables, support from other grant programs, and/or budget occur. Requests for revisions must be made in writing and provide sufficient information to explain the need and how the change affects the project. Revisions must be requested by an authorized official of the Recipient organization and approved by OGA. Reimbursement is available only for approved project activities. Failure to obtain prior approval of SOW revisions may result in costs being deemed unallowable and request for reimbursement denied.

Examples of project changes that require a SOW revision include, but are not limited to:

- Changes within the budget line items (addition, deletion, or revision of personnel, contractors/consultants, travel, supplies, etc.).
- Transfer of project work to a third party through a contract, sub-grant, or any other means.
- Replacement or changes in the status of the Principal Investigator or Project Director such as withdrawing from the project entirely, being absent during any continuous period of three months or more or reducing the time base by 25 percent or more.
- The addition, deletion, or revision of activities and/or deliverables.
- Change of Recipient, Recipient organization name, or Recipient organizational status.
- The Recipient receives grant funds to support similar project costs/activities from another federal or state grant program.
- The Recipient receives federal or state assistance to support costs that are also supported with Program funds.

Consult with the assigned Grant Analyst for further instructions on completing a SOW revision.

Line Item Shift Requests

In the event a change to the project's budget line items is necessary, Recipients are required to complete and submit to OGA a SOW revision along with a Line Item Shift Request (LISR) in advance to adjust budget line items. Approval for the LISR must be obtained from OGA prior to incurring costs under the revised budget.

Notification of Problems and Delays

Recipients must immediately notify the assigned Grant Analyst of any delays, problems, and/or adverse conditions that may materially affect the project. Some problems and delays may require a SOW revision. Examples include but are not limited to:

- Challenges completing any activity according to the work plan or work plan schedule;
- Challenges or inability to fill vacant positions resulting in activities being delayed or eliminated;
- Delays meeting required due dates for invoices or the final report.

Timekeeping Requirements

Personnel activity reports are required to support salary and wage and fringe benefit expenditures charged to the Program. This also applies to salaried employees, such as Executive Directors. Costs not adequately supported are unallowable and will not be reimbursed. Each personnel activity report must:

- Include the name and position of the reporting employee;
- Identify the number of hours worked on a daily basis for the Program;
- Account for the total activity for which each employee is compensated;
- Provide a description of activities performed with enough detail to determine whether the activity is project related; and
- Be signed by both the employee and the supervisor.

Fringe benefits must be billed at or below actual cost in accordance with the Recipient's established fringe benefits policy; billing fringe benefits based on estimated rates is unallowable.

Travel

All travel costs must be substantiated by receipts. Costs not substantiated by receipts are considered unallowable and will not be reimbursed. Credit card statements are not acceptable as receipts to support travel costs.

Reimbursement is for actual costs up to the maximum allowance. The maximum travel rates allowable are the lesser of the rates in effect at the time of travel as established by the [California Department of Human Resources](#), or the Recipient's established travel policy.

Mileage reimbursement will be at the [standard mileage rate](#) established by the U.S. Internal Revenue Service in effect at the time of travel. Mileage logs should be utilized to substantiate mileage costs.

Contractors/Consultants

Recipients may contract for services that cannot be provided by staff employed by the Recipient. Generally, these services are for a short-term period and provide a specific and identifiable product or service. Recipients are responsible for ensuring their contractors/consultants comply with applicable program requirements. Contracting out must not affect the Recipient's overall responsibility for the management of the project, and the Recipient must reserve sufficient rights and controls to enable it to fulfill its responsibilities for the project.

Prior approval is required when contracting out or obtaining the services of a third party. See [Prior Approval Required](#) on page 3 and [Scope of Work Revisions](#) on page 5.

Competitive Process

The Recipient shall follow its own written procurement policy and procedures when procuring goods or services. In the absence of a written policy and procedures, procurement transactions for goods or services of \$10,000 or more shall be conducted in a manner providing full and open competition, consistent with the following:

- The contract opportunity must be advertised or bids or proposals solicited.
- At least three bids or proposals should be obtained. If three bids or proposals are not obtained, the following must be documented:
 - The manner of advertising, including the names of any publications in which the contract opportunity was advertised, if applicable.
 - The names and addresses of the firms or individuals solicited for bids or proposals.
 - The names and addresses of the firms or individuals that submitted a bid or proposal, and the bid or proposal amount for each.
- An invitation to bid or request for proposal cannot be drafted in a manner that limits the bidding directly or indirectly to one bidder.

Written Agreement

The Recipient must have a written agreement with each contractor/consultant. The written agreement must include at a minimum: identification of the parties, beginning and ending dates, dollar amount of the contract, a description of activities, services or deliverables to be performed with a time schedule, a budget, payment provisions, and signature and date by both the Recipient and the contractor/consultant. An amendment to the contract between the Recipient and the contractor/consultant is required if there are changes to the contract, such as the budget, payment provisions, services provided, etc. Amendments require a signature and date by both the Recipient and the

contractor/consultant. Lastly, the budget in the contract must include the same line-item categories as the Grant Agreement budget (e.g., flat rate, personnel, fringe, etc.).

Contractor/Consultant Invoices

The Recipient must obtain and maintain all contractor/consultant invoices; these invoices must contain the following information:

- Contractor/consultant organization/name;
- Period of performance for the billing;
- Rate and method of compensation (e.g., hourly rate, flat rate, etc.); and
- A description of services and/or deliverables performed for the billing period.

Note: Compensation for the Recipient's contractors/consultants should be in compliance with the executed agreement between the Recipient and the contractor/consultant.

Promotion Awareness of the Pet Lover's Spay and Neuter Grant Program

Recipients are strongly encouraged to promote awareness of the Pet Lover's Spay and Neuter Grant Program, including both 1) the purchase and renewal of the Pet Lover's specialized license plates, and 2) the option for California individuals to contribute to the Prevention of Animal Homelessness and Cruelty Voluntary Tax Contribution Fund when filing their annual tax returns. Up to 5 percent in grant funds can be used to support these efforts.

Publicity and Acknowledgment

Publicity

Recipients must notify OGA in writing at least two business days before any news/press releases or public conferences are initiated by the Recipient or its contractors relating to the project and any project results.

Acknowledgment of Support

Recipients must acknowledge CDFA's Program support whenever projects funded, in whole or in part, are publicized in any news media, brochures, publications, audiovisuals, or other types of promotional material. A copy of the publication acknowledging CDFA's support should be submitted to the Grant Analyst for its files.

The acknowledgment must read as follows:

"This publication [or project] was supported by the California Department of Food and Agriculture's Pet Lover's Spay and Neuter Grant Program."

CDFA Logo Usage

Recipients may not use the CDFA logo.

Invoicing

Payment Methods

There are two payment methods for allowable costs – advance payments and reimbursement payments. It may take up to 45 days from the date the invoice payment request is received for a check to be issued by the California State Controller's Office on behalf of CDFA.

Advance Payments

Non-profit 501(c)(3) Recipients may be eligible to receive an advance payment to cover anticipated project expenditures. Advance payments may not exceed 25 percent of the total award. Advance payment is not allowable under the following circumstances:

- an existing advance is not completely liquidated;
- the advance will reduce the project balance below 10 percent of the award amount;
- there is an invoice dispute;
- there is a pending resolution of an audit;
- the project is not current in invoicing;
- the project is in the final three months of the project duration; and/or
- additional conditions imposed prohibit an advance payment.

Advance Payment Request Procedures

Requests must be submitted using the Advance Payment Request and Advance Payment Request Supplement forms found on the CDFA Program [Recipient Resources website](#). In addition, Recipients must, 1) be in good standing as a non-profit 501(c)(3), and 2) submit documentation to support the need for advance payment, which may include, but is not limited to, invoices, contracts, estimates, payroll records, and financial records.

Recipients that receive advance payments must deposit the funds into a federally insured account (the account must be in the recipient entity's name and cannot be in the name of any of its directors or officers). The account must provide the ability to track interest earned and withdrawals. Any accumulated interest is deemed to be grant funds that must be spent on allowable costs and activities in the same manner as grant funds.

Recipients must establish procedures to minimize the amount of time that elapses between the receipt of the advance payment and the expenditure of those funds.

Reimbursement Payments

Recipients submit invoices to OGA for reimbursement of actual expenditures incurred. Invoices must be submitted at least quarterly, but not more frequently than monthly, in arrears. The quarterly periods are:

- Quarter 1: June 1 – August 31
- Quarter 2: September 1 – November 30
- Quarter 3: December 1 – February 28
- Quarter 4: March 1 – May 31

Invoices

The OGA initiates each invoice cycle by generating an electronic invoice template. OGA emails Recipients an invoice template with the Grant Agreement Number, Recipient Name, Recipient Mailing Address, Project Title, Invoice Number, Project Budget, and Invoiced to Date entered. The invoice template provided by OGA must be used; invoices generated or altered by the Recipient will not be accepted.

When to Submit Invoices

Invoices are due no later than 30 days after the quarterly invoice period and are required even if no project costs are incurred during the invoice period. Final invoices are due no later than 30 days following the expiration of the Grant Agreement term or after the project is complete, whichever comes first.

Completing an Invoice

Reimbursement Invoice

Recipient completes the Billing Period, Invoice Date, the Amount Requested column, Cost Share to Date (if applicable), Program Income Generated to Date (if applicable), and certifies that the information is correct with an authorized representative's name, phone number, email, and date. The recipient then submits the invoice to OGA for processing.

No Expenditure Invoice

Recipient completes the Billing Period, Invoice Date, checks the "NO EXPENDITURES" box, and certifies that the information is correct with an authorized representative's name, phone number, email, and date, and submits the invoice to OGA. No Expenditure Invoices must be accompanied by an explanation of why no costs were incurred during the billing period.

Advance Payment Offset Invoice

The recipient follows the instructions for a Reimbursement Invoice. The invoice template automatically calculates the amount to be paid, less the advance payment. OGA adjusts the Less Advance amount each billing period until the advance is offset 100 percent by expenditures.

In addition, the Recipient must provide progress on the expenditure of advanced funds no less than on a quarterly basis by submitting the Advance Payment Request Liquidation form found on the CDFA Program [Recipient Resources website](#).

Final Invoice

Recipient follows the instructions for a Reimbursement Invoice and marks the invoice as “Final” indicating all payment obligations have been met and no further payments are due.

Supporting Documentation

Recipients must collect and submit all source documentation associated with costs incurred as a result of the Grant Agreement along with the Reimbursement Invoice to CDFA to ensure compliance with the Grant Agreement. Source documentation includes, but is not limited to, receipts, paid bills, payroll (time and activity reports), and contractor’s invoices. If recipients pay a portion of the total amount indicated on the source document, it must appropriately identify the specific expenses and total amount charged to the grant.

Withholds

Withhold Payment Notification

OGA will issue a Withhold Payment Notification to delay payment of an invoice if there is an invoice discrepancy or error, unallowable costs claimed, or late report. The Withhold Payment Notification describes the reason for withholding payment and what actions, if any, are required to resolve the issues for withholding payment. Invoices are processed once all issues are resolved. A Withhold Payment Notification will not be sent for funds withheld pending closeout, see Withhold Pending Closeout below.

See [Appeal Process](#) on page 14 for information regarding appealing a Withhold Payment Notification.

Withhold Pending Closeout

OGA will withhold 10 percent of the Grant Agreement award until approval of the Final Invoice, Final Performance Report, and/or resolution of any performance issues or audit findings prior to closeout. A Withhold Payment Notification will not be sent, and the 10 percent withhold may not be appealed.

Reporting Requirements

Recipients are required to submit a Final Performance Report no later than 30 calendar days following the expiration date of the Grant Agreement or after the project is complete, whichever comes first. Recipients will receive a final report template from OGA approximately one month prior to the end of the project. The Final Performance Report is used to identify the number of animals spayed and/or neutered, successes, project delays or lessons learned, and any other pertinent information.

Remedies for Noncompliance

Remedies for Noncompliance

OGA may take one or more of the following remedies for failure to comply with state laws and regulations, Grant Agreement terms and conditions, grant program requirements, and/or the Manual:

- Disallowance of costs for all or part of the cost of the activity or action not in compliance, or for the invoicing or reporting period not in compliance;
- Withdrawal of authorized personnel approval;
- Withholding of payments;
- Denial of advance payment requests;
- Recovering of grant funds paid to the Recipient;
- Imposition of additional conditions; and,
- Suspension or termination of the Grant Agreement.

Additional Conditions

OGA may impose additional specific conditions on Recipients that have been identified as high risk or are noncompliant with state laws and regulations, Grant Agreement terms and conditions, grant program requirements, and/or the Manual.

Reasons for imposing additional conditions include but are not limited to:

- Late invoices or final performance report;
- Audit findings;
- History of unsatisfactory performance
- Noncompliance with terms and conditions of current or previous awards; and/or
- Noncompliance with grant program requirements.

Additional condition examples include but are not limited to:

- More frequent submission of progress reports;
- More frequent submission of invoices;
- Audits;
- Requiring payments as reimbursements rather than advance payments; and/or
- Establishing additional prior approvals.

Recipients will be notified in writing of the additional conditions imposed; the reasons for imposing the additional conditions; the actions required, if any, to remove the additional conditions; the timeframe in which the required actions must be completed; and the method of appealing the additional conditions imposed.

Termination of Grant Agreement

OGA may terminate a Grant Agreement for noncompliance. The Recipient will be notified in writing of the reasons for termination, the date the termination is effective, and the method for appealing the termination.

Appeal Process

Actions that may be appealed include but are not limited to:

- Withhold Payment Notification (see [page 11](#));
- Additional Conditions (see [page 13](#)); or
- Termination of Agreement (see [page 14](#))

Appeals must be in writing either mailed to:

California Department of Food and Agriculture
Office of Hearings and Appeals
1220 N Street
Sacramento, CA 95814

Or via email to: CDFA.LegalOffice@cdfa.ca.gov

The appeal must include a copy of the notification or the name of the Recipient organization, the Grant Agreement number, the title of the project, the reasons the action should not be imposed, including any documentation to support the appeal, and the signature of the authorized representative. Appeals must be postmarked (date stamped if via email) within 10 calendar days of the date of the notification of the action from OGA. Appeals not received within this timeframe will be denied.

The action specified in the notification remains in effect while the appeal is under review.

Closeout

Before the Grant Agreement is closed, OGA will review the Final Performance Report and final invoice and verify resolution of any project performance concerns or audit findings. A closeout letter and final payment will be issued when closeout review is completed.

Record Retention

Recipients must retain financial records, project records, and any other relevant supporting documents for a period of three (3) years from the Grant Agreement end date, project completion, or until any litigation related to the grant is resolved, whichever is later. All records must be made available to OGA or its designees upon request.

Records that must be retained include:

- Timesheets and payroll records that reflect the total activity (including descriptions) for which each employee is compensated;
- Actual expenditure invoices of direct costs charged to grant funds; and,
- All other supporting documentation related to the Grant Agreement (e.g., policies, procedures, contracts, etc.).