

SUBJECT: NOTIFYING THE ASSEMBLY OF THE SUBMISSION OF A GRANT APPLICATION TO THE MATSU HEALTH FOUNDATION'S TARGET WELLNESS PROGRAM IN AN AMOUNT NOT TO EXCEED \$25,000. THE GRANT FUNDS WILL BE USED TO PARTICIPATE IN THE NATIONAL ANIMAL CARE & CONTROL ASSOCIATION (NACA) FIELD FORWARD PROGRAM TO CONDUCT A COMPREHENSIVE ORGANIZATIONAL ASSESSMENT AND STRATEGIC REVIEW PROCESS.

AGENDA OF: July 21, 2026

ASSEMBLY ACTION:

AGENDA ACTION REQUESTED: For information only.

Route To	Signatures
Originator	 Recoverable Signature X Vanessa E. Forbes Signed by: Vanessa Forbes
Vanessa Forbes Animal Care Director	 Recoverable Signature X Vanessa E. Forbes Signed by: Vanessa Forbes
Finance Director	 Recoverable Signature X Cheyenne Heindel Signed by: Cheyenne Heindel
Borough Attorney	7 / 2 / 2 0 2 6 X Shannon Bodolay Signed by: Shannon Bodolay
Borough Manager	7 / 6 / 2 0 2 6 X Michael Brown Signed by: Mike Brown
Borough Clerk	7 / 6 / 2 0 2 6 X Estelle M. Wiese for LM Signed by: Estelle Wiese

ATTACHMENT (S): MatSu Health Foundation Technical Assistance Grant Application (5 pp)

SUMMARY STATEMENT: Grant funds will support participation in the National Animal Care & Control Association's (NACA) Field

Forward Program. The program provides a comprehensive review of animal control and enforcement operations, while also evaluating how enforcement services interact with shelter, veterinary, and administrative functions. The assessment is designed to identify organizational strengths, operational challenges, and opportunities for improvement in service delivery. Unlike a traditional assessment that concludes with a final report, the Field Forward Program includes ongoing consultation, technical assistance, and implementation support to help agencies prioritize recommendations, address identified gaps, and advance meaningful operational improvements. Participation in the program will assist Animal Care and Regulation in strengthening enforcement services, improving coordination across all program areas, and enhancing outcomes for both animals and the Mat-Su community.

Funding Summary:

Funding Category	Amount (USD)
Total Project Cost	\$13,500
Amount Requested	\$13,500
Minimum Needed to Proceed	\$13,500

Hello Vanessa,

Welcome to the Technical Assistance Grant Application!

Technical Assistance grants are for projects up to and including \$25,000 that strengthen and increase organizational capacity. We accept Technical Assistance grant requests continuously throughout the year. All applications should be submitted 45-60 days prior to your project or program to allow adequate time for review and processing.

Before applying, please review our **grant guidelines** (<https://www.healthymatsu.org/how-we-fund/grant-guidelines>) for information about what the Mat-Su Health Foundation does and does not fund.

Application information can be saved at any time during the process prior to submitting your application.

Click the blue "Start" button below to begin filling out the application.

Contact Information

***Request Primary Contact**

Please enter contact information for the person who will serve as the Request Primary Contact. This will be the person from your organization who is handling this grant application.

- Vanessa Forbes

Organization Primary Contact

If your organization has someone who regularly engages in communication from the Mat-Su Health Foundation, or attends events, but not necessarily tied to a specific request, please note them here.

Contacts Submitted in Grantee Portal

Vanessa Forbes

@ Work (Preferred): vanessa.forbes@matsugov.us

Technical Assistance Project Details

* **Who should grant agreements be sent to?**

Please provide the name and contact information for the person who is legally authorized to sign binding contract grant agreements on behalf of your organization.

Mike Brown mike.brown@matsugov.us

* **Technical assistance project title**

AC&R Operational Systems Assessment

* **Anticipated project start date**

Aug 03, 2026

* **Anticipated project end date**

Feb 05, 2027

* **Statement of need**

Please provide a summary of the need for technical assistance.

Animal Care and Regulation serves the Mat-Su Borough through enforcement, sheltering, and veterinary services, managing close to 3,000 animals each year across a large and growing service area. As demand has increased, so has the complexity of the work, including a steady need to respond to neglect and cruelty cases that require coordination, documentation, and follow-through across multiple teams. While our staff are committed and capable, many of our processes have developed over time without a full evaluation of how well they are working together. Enforcement, shelter, and veterinary services are closely connected, but communication, documentation, and case flow are not always consistent or efficient. These have created gaps in how cases are handled, particularly when they extend over time or involve multiple touchpoints. These challenges do not just affect internal operations. They directly impact the community. Inconsistent documentation or limited follow-up can affect case outcomes, slow response times, and make it more difficult to provide clear information to the public. In cruelty and neglect cases, this is especially important, as the community expects thorough, consistent, and accountable responses. Since stepping into this role, we have spent time working alongside staff to understand day-to-day operations in both the field and the shelter. This has made it clear that the need is not a single fix, but a comprehensive and objective assessment of how we operate as a whole. We need outside expertise to help identify what is working, where gaps exist, and how to improve in a way that is practical for our team and sustainable over time. The Field Forward program provides that level of support through real-time field assessment, evaluation of team dynamics, and structured process improvement work. It focuses on identifying root causes, improving coordination, and building clear, actionable strategies that staff can

continue using after the program is complete. This level of technical assistance will allow us to move beyond small, incremental changes and take a more intentional approach to improving how we serve the Mat-Su. Strengthening these systems will lead to more consistent enforcement practices, better follow-up on cases, and a higher level of service for the community, particularly in situations involving animal welfare and public concern.

*** Organizational impact**

Please describe how this TA will strengthen your organization and your mission impact in the Mat-Su.

Participation in the Field Forward program will strengthen our organization by giving us a clear understanding of how our operations function today and a practical path for improving them moving forward. Through field assessment and direct observation of our officers, we will gain insight into how calls are handled, how decisions are made in the field, and where challenges exist in real time. This is especially important in cruelty and neglect cases, where consistency, documentation, and follow-through directly affect outcomes for animals and our ability to demonstrate accountability to the community. The process improvement workshop will bring staff together across enforcement, shelter, and veterinary services to map out how work currently flows and where breakdowns occur. This builds a shared understanding of challenges and leads to practical solutions shaped by the people doing the work every day. It also creates clearer expectations around roles, responsibilities, and follow-up, which strengthens accountability at every stage of a case. As a result, we expect stronger coordination between teams, clearer and more consistent processes, and improved communication at every level. Cases will be documented more thoroughly, progress will be easier to track, and staff will have a clearer understanding of what is expected from intake through resolution. This is particularly important in more complex or long-term cases, where accountability can be harder to maintain without strong systems in place. This work also supports staff in a meaningful way. When expectations are clear and processes are consistent, it reduces uncertainty and frustration. Staff are better equipped to follow through on cases, support one another, and take ownership of their work, which contributes to a stronger and more accountable team culture. For the community, this translates to more consistent service, better follow-up, and increased transparency. In cruelty and neglect cases, it strengthens our ability to not only respond, but to show that cases are handled thoroughly, decisions are supported, and outcomes are tracked over time. Overall, this is an investment in how we operate as a whole. It strengthens internal accountability, improves coordination across all service areas, and supports our ability to serve the Mat-Su with consistency, transparency, and trust.

*** Select the type of technical assistance requested**

- Organizational Development

If you selected other/unsure, please explain.

This information will help our staff provide technical assistance vendor recommendations when reviewing your request.

Additional documents

Please upload any additional documents you would like to provide with this application. If you have more than one document to upload, please email them to jburbank@healthymatsu.org (<mailto:jburbank@healthymatsu.org>)

NACA Field Forward Program - Program Information.pdf

Eligibility and Certification Statement

Prospective grantees must provide services or benefits to Mat-Su residents and be a tax-exempt organization in good standing as described in Section 501(c)(3) of the Internal Revenue Code and with State of Alaska law. In select cases, MSHF may grant to tax exempt organizations as described in Section 501(c) of the Internal Revenue Code for charitable purposes. MSHF may also choose to fund health and wellness-related projects as undertaken by faith-based, governmental, educational, community councils, or tribal entities.

I certify that this applicant organization meets the specified eligibility criteria for funding under the MSHF grant funding guidelines. I understand that the completion and submission of this application in no way should be interpreted as obligating funding for this project or having entered into a contractual agreement. Any incomplete, false, or misleading information contained in this application, or its attachments will result in the immediate termination of consideration for funding of this project by the MSHF. Having read and understood the content of this application, to the best of my knowledge and belief, I certify that this application is true, complete, and discloses all material information.

*** Check the box if you certify the above statements are true**

Yes

*** Date**

For your approval to submit:

Michael
Brown

Digitally signed by
Michael Brown
Date: 2026.06.30
12:45:56 -08'00'

*** Signer's Full Name and Title**

Mike Brown - Borough Manager

What happens next:

- The program associate will provide you with a list of vetted consultants from the MSHF technical assistance pool who have expertise in your requested area. *If you have a particular consultant you would like to work with, please inform the program associate by emailing jburbank@healthymatsu.org (<mailto:jburbank@healthymatsu.org>).*
- Your organization will then select a consultant and communicate your technical assistance needs to them.
- The consultant will work with your organization to create a free estimate and scope of work. You will submit this scope of work through your Giving Data account.

- Both the program associate and a program officer will review the proposed scope of work and make a recommendation.