

GRANT MATCHING FUND

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PROPOSED PLAN

The proposal for the Grant Matching Fund (GMF) represents a new program created by the 2019 Legislature by Assembly Bill 489 (AB 489, Appendix A) and represented by budget enhancement decision unit E-226. AB 489 requires the administrator of the Office of Grant Procurement, Coordination and Management of the Department of Administration (Grant Office) to create and administer a pilot program that allows eligible organizations to request grants from the Grant Matching Fund. Senate Bill 528 (SB 528, Appendix B) appropriates \$1,000,000 from the State General Fund for allocation to the Grant Office, to be awarded as grants to eligible organizations through the Grant Matching Fund pilot program.

INTRODUCTION

The Grant Matching Fund (GMF) was recommended by the Nevada Advisory Council on Federal Assistance (Grant Council) in its annual report to the Legislature in 2016 and again in 2018 as a way to reduce organizations from passing on grant opportunities due to a lack of available match funds and to increase grant funding in Nevada. As required by AB 489 (Appendix A), the Grant Office will create and administer a pilot program that allows state agencies, local governments, tribal governments, and nonprofit organizations to request grants from the GMF for the purpose of satisfying the matching requirement for a federal or nongovernmental organization grant, to the extent money is available. AB 489 expanded the scope of the Grant Office as the agency did not previously administer grants; the agency's organizational chart is in Appendix C.

AB 489 establishes certain criteria for prioritizing grant applications, creating standards of eligibility for receiving a grant through the program, and reporting on the program to the Legislature. The detailed business plan includes these criteria, as well as program criteria for stakeholder engagement, marketing and outreach; streamlined and timely review; program application, review, and scoring; awarding, notification, reporting, and post-award procedures; and program outcomes and performance measures. Because federal and nongovernmental organization grant opportunities are released on an ongoing basis with due dates occurring throughout the year, GMF applications will be evaluated on a case-by-case basis and matching fund grants will be awarded on a rolling basis throughout the year.

The proposed pilot program will accept applications from January 2020 through December 2020 with the goal of awarding \$1,000,000 in matching fund grants, resulting in twelve months of application data for the Legislature to consider when evaluating the success of the program. The Grant Office has created a pilot program that will balance the number of matching fund grant awards with the amount of new grant dollars procured while maintaining not less than \$2 in grant funding received for each \$1 in GMF awards as required by AB 489. As such, the Grant Office anticipates that awarding \$1,000,000 in matching fund grants to eligible organizations should result in a minimum of \$2,000,000 in grant funding.

The financial impact of this program has already been considered for this biennium as General Fund cost allocations provided by AB 489 and SB 258. Should the Legislature continue to extend and fund this pilot program beyond the current biennium, the Grant Office expects to use best practices developed during the pilot to optimize the program, resulting in efficiencies to offset increased program administration costs.

AGENCY MISSION AND GOALS

The Office of Grant Procurement, Coordination, and Management, also known as the Grant Office, provides a full range of grant-related support for state agencies, local and tribal governments, nonprofits, and other grant-seekers throughout Nevada. Because grants improve Nevadans' lives, the Grant Office's mission is to provide grant services, training, and resources.

The Grant Office was created in 2011 as an outcome of Sage Commission findings and to recognize what is now more than forty years of Nevada's lagging federal grant dollar acquisitions. The agency employs six staff, including a temporary contract employee for the Grant Matching Fund pilot program. The Grant Office also serves as the Single Point of Contact for Nevada grant applications, supports the Nevada Advisory Council on Federal Assistance, and coordinates the State Grant Workgroup.

The agency has identified the following goals for the current biennium:

- Provide grant support and grant assistance services;
- Coordinate and strategize with state agencies, federal representatives, and other community organizations;
- Create and distribute grant resources, including policies and best practices;
- Implement and manage the enterprise grant management system;
- Create and manage the Grant Matching Fund pilot program;
- Provide grant training and workshops;
- Support the Nevada Advisory Council on Federal Assistance; and
- Coordinate the State Grant Workgroup.

PROGRAM NEED

The Grant Office anticipates this program will reduce the number of organizations passing on grant opportunities due to a lack of available match funds, and thereby increase the number of grant dollars in Nevada. Per an analysis by the Kenny Guinn Center for Policy Priorities using federal fiscal year 2017 award data, Nevada ranked forty-eighth among states receiving federal discretionary grant dollars per capita.

No other agency or organization in Nevada programmatically offers a way for agencies and organizations to apply for grants to be used as matching funds for federal and nongovernmental grant opportunities. In communicating with other states' grant offices and national grant organizations such as the Grant Professionals Association and the National Grant Management Association, no other statewide grant match program could be identified, leading the Grant Office to conclude that this is the first program of its kind.

The GMF pilot program created by AB 489 is an outcome of the recommendation of the Nevada Advisory Council on Federal Assistance (Grant Council). The Grant Council, supported by the Grant Office, was created in 2015 to advise and assist on maximizing federal assistance and bring together grant stakeholders from state agencies, the legislature, private business, nonprofit, and local government. Each year, the council prepares an annual report of recommendations for the Governor and Legislature to consider. In 2016, the council initially recommended a matching fund pilot program and repeated this recommendation in 2018.

In 2018, the Grant Council surveyed Nevada's grant professionals to quantify this reported barrier, gauge the level of interest in a matching funds pilot program, and assess a program's potential to increase the number of federal grant applications. Survey results may be found in Appendix D.

- Of grant professionals surveyed, 26% report very frequently or frequently passing on a grant opportunity due to a lack of match funding.
- In the same survey, 64% of respondents indicated that an available pot of match funds would definitely or probably increase the number of federal grant applications their organization applied for.

In addition to the survey, the Grant Council held a subcommittee meeting in August 2018 to learn directly from grant professionals what they would need from a matching funds pilot program. Language in AB 489 is a direct result of their feedback.

Anticipated Demand

As the volume of applications may depend on programmatic factors (i.e., time required to complete application) or external factors (i.e., grant opportunities requiring match funds), neither the number of program applications nor funded matching fund grants can be estimated at this time.

BUSINESS PLAN

One goal of the pilot program is to develop program best practices for the potential continuation of the program beyond the current biennium; therefore, the GMF pilot program will take a flexible approach to balance the number of matching fund grant awards with the amount of grant dollars procured. As required by SB 528 section 6 (Appendix B), the Grant Office has developed the below business plan to detail the creation of a pilot program that meets the requirements of sections 2, 3, and 4 of AB 489 (Appendix A).

Governor's Priorities

The Grant Matching Fund (GMF) aligns with the Governor's priorities by generating additional revenue in the form of grants that otherwise would not have been awarded to agencies and organizations throughout Nevada. When a state agency chooses to apply for federal or nongovernment organization grants requiring a match, that grant and the agency's resulting grant program may fall in line with the Governor's strategic priorities in areas such as economic opportunity for all Nevadans (including underserved and rural and frontier populations), education, and healthcare accessibility. Since this pilot program is a fund of last resort, any awarded federal or nongovernment organization grant would not have been possible without the required match provided by the GMF.

Program Implementation

GMF preparation and planning began in July 2019 and is expected to accept applications throughout 2020. As this is a pilot program, planning and stakeholder input and feedback will be necessary to ensure success. Listed below are key implementation components that will play an integral part in the success of the program and benefit Nevada's organizations and citizens.

Applicant Eligibility

As per AB 489, all state agencies, local governments, tribal governments, and nonprofit organizations are eligible for applying to the GMF pilot program. Additionally, matching fund grants will only be provided for discretionary (i.e., competitive) federal or nongovernmental grants.

Stakeholder Engagement

In 2018, Nevada grant professionals participated in a survey and a subcommittee meeting of the Grant Council to provide input into the matching funds pilot program. In 2019, the Grant Office has engaged several groups of grant professionals for research, input, and feedback on

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the proposed GMF pilot program, including: the National Grant Management Association, Grant Professionals Association, State Grant Workgroup, Northern Nevada Grant Workgroup, and Southern Nevada Strong Grant Workgroup.

Marketing and Outreach

The first step in increasing awareness of the GMF was to engage partners and stakeholders in the program creation through emails, phone calls, and meetings between August and November 2019. A presentation announcing the GMF was included in the September 2019 public meeting of the Grant Council.

The Grant Office maintains an extensive database of approximately 2,000 grant seekers and grant professionals within Nevada. As part of a detailed communication plan, the GMF program manager will use these contacts to drive program awareness and to increase engagement. The communication plan utilizes several channels, including email, a webpage on grant.nv.gov, social media, video, and press releases. The GMF program manager will work with the Department of Administration's public information officer to ensure the distribution of press releases throughout 2020.

Social media posts, videos, and interviews may be used to promote the program and emphasize the eligibility criteria.

Streamlined and Timely Process

Prior to applying to the GMF, applicants are expected to exhaust all other possible avenues for matching funds.

The initial application process is estimated to take approximately ten business days. During that time, the following steps will take place:

1. The application will be vetted to ensure application criteria are met;
2. Review team members will be assigned;
3. Review deadlines will be set;
4. Review materials will be shared with selected review team members;
5. Feedback from review team will be collected; and
6. Successful applicants will be notified if they are approved or denied for a matching fund grant award.

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Once the approved applicant's grant project narrative and budget has been reviewed and edited by the GMF program manager, the approved applicant will receive their notification of grant award letter, which is contingent on a successful federal or nongovernmental grant award. This review and editing process will take between three to five business days, prior to the federal or nongovernmental organization grant's submission deadline.

The Grant Office will require approved GMF applicants to report to the GMF program manager if they have received the award or not within two business days of being notified by the funding agency. Once notification is received, the Grant Office will work with the Administrative Services Division to execute the process for timely disbursements of the matching fund grant award. All state agencies will have to follow established regulations for work programs requiring approval by the Interim Finance Committee.

Program Application

Applicants will be informed of the process, timeline, evaluation criteria, and that a matching fund grant award will be contingent on the GMF program manager's review and edit of their final grant proposal. Applicants will be asked to fill out an online application with questions to solicit information, including:

- The type of applicant (i.e., state agency, local or tribal government, or nonprofit);
- Details about the discretionary federal or non-governmental funding opportunity;
- The type and amount of match required by the funding opportunity;
- Details/documentation about the applicant's attempt to secure other sources of matching funds;
- How the funding opportunity aligns with the organization's priorities;
- How the proposed program addresses the needs of underserved Nevadans and frontier communities;
- How the identified grant opportunity will lead to the sustainability of the grant program after the funding period ends; and
- How the identified grant opportunity allows the applicant organization to build capacity for future funding opportunities.

GMF Review Team

The review team is an integral part of the GMF pilot program's funding process and is comprised of a diverse pool of Nevada grant experts. Review team members will submit any

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conflict of interest consistent with Nevada Grant Policy (Appendix E) and their monthly availability. The GMF program manager will select a subset from the review team for each application based on availability and excluding any conflicts of interest. The selected review panel will evaluate each application using a scoring matrix to ensure transparency, consistency, and equality. The scoring matrix will be available on the Grant Office website.

The review team's goal is to select qualified applicants to receive matching fund grant awards. The GMF program manager will ensure the following:

- The process is equitable to all applicants;
- The review team members have the required grant expertise to score the applications; and
- The review process aligns with policies established by Nevada Grant Policy Manual (Appendix E).

Application Scoring

Awards will be made on a rolling basis throughout 2020 and evaluated on a case-by-case basis—not pooled together and evaluated against other applicants. This is because federal grant opportunities are released on an ongoing basis with application due dates occurring throughout the year.

All applications will be reviewed by the GMF review team using a points-based system and a scoring matrix. Applications will be evaluated on:

- The applicant's ability to meet eligibility requirements;
- The degree to which the program addresses the needs of underserved Nevadans and frontier communities;
- The strength of the proposed program's goals and objectives;
- The strength of the proposal's alignment with the organization's priorities;
- The strength of the organization's capacity to implement the proposed program;
- The feasibility of the proposed program's outcomes;
- The sustainability impact of the proposed program; and
- The capacity building impact of the proposed program.

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Notification and Awards

The Grant Office will notify all GMF pilot program applicants of approval or denial. The Grant Office will then process a matching fund grant award for those approved applicants who are successfully awarded the grant for which the match was required.

However, since the match funding will only be required if an applicant is successfully awarded by the federal or nongovernmental organization, there will be two scenarios for those organizations who are approved for GMF awards:

- The GMF applicant will be awarded by the federal or nongovernmental organization grant; or
- The GMF applicant will not be awarded by the federal or nongovernmental organization grant.

In order to prevent overspending the available funding, any matching funds in an approved GMF application will be encumbered and will be unavailable for other GMF applicants unless and until the GMF applicant is not awarded by the federal or nongovernmental organization.

GMF Approval or Denial

The GMF program manager will send notice to the point of contact listed on the GMF application informing the applicant of either approval or denial once a decision from the review committee is received.

If an applicant is denied, an applicant may request the reason for denial and application feedback.

Any applicant organization approved for a GMF award will be required to submit to the Grant Office all documents submitted to the federal or nongovernmental organization.

The Grant Office will require each applicant organization to report to the GMF program manager if they have received the award or not within two business days of being notified by the funding agency.

Not Awarded by Federal or Nongovernmental Organization

If a GMF applicant does not receive the award, the encumbered funds will be released and added to the total remaining balance of the GMF and will be available to other GMF applicants.

If an applicant is unsuccessful in obtaining an award from the federal or nongovernmental organization, it will be required to solicit feedback from the awarding agency and to share that feedback with the Grant Office in order to strengthen any future federal or nongovernmental grant applications.

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Awarded by Federal or Nongovernmental Organization

If awarded, the applicant organization will be required to send all notices of award and grant documents from or concerning the funding agency. Examples of documents will include:

- Notice of grant award;
- Assurances, award agreement, and reporting documents; and
- Expenditures (to be distributed to Grant Office on the same schedule as required by grant award).

Payment or Transfer of Grant Money

The Grant Office will follow the Administrative Services Division's process of awarding and disbursing funds to successful applicants and will require each GMF awardee to sign a grant agreement with an outline of deliverables and how to request the matching fund grant award.

The Grant Office will award the matching funds upfront to the awarding entity and will perform monitoring and oversight to ensure all expenditures are split accordingly between the funding agency and the GMF.

If awarded to state agencies, the Interim Finance Committee must authorize the transfer of money from the GMF pilot program before the acceptance of a federal grant award greater than \$150,000 or a nongovernmental organization grant award greater than \$20,000.

Grant Recipient Post-Award Procedures

The Grant Office will require each entity awarded by the GMF to provide an annual report. The report will focus on populations served, success stories, and how the state and its citizens have been improved by this grant. Specifically, it will require entities to answer questions regarding the grant program and its outcomes:

- How has this grant served Nevadans?
- How has this grant helped your organization to achieve its mission?
- In what ways has this grant served the needs of underserved or frontier communities?
- How has this grant helped you build capacity for future grant opportunities?
- What are your organization's plans to sustain the work this grant has done? How will you include these efforts/services in your next budget?
- How much were you awarded for, and are you on-track to expend the entire award?

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GMF Program Reporting

As required by AB 489, the administrator of the Grant Office will submit a report by January 31, 2021 to the director of the Legislative Counsel Bureau for transmittal to the Legislature summarizing the eighteen-month pilot program. The report will include details regarding:

- The number and purpose of grant requests received from state agencies, local governments, tribal governments, and nonprofit organizations;
- The number and purpose of grant requests approved, and the amount of money awarded from the GMF created by section 1.5 of AB 489 to each approved grant request applicant; and
- The amount of federal and nongovernmental organization grant funding received by each grant applicant as a result of receiving money from the GMF.

The Grant Office will require each awarded entity to provide an annual report with indicators described in the previous section. Qualitative and quantitative data captured from grant awardees will be included in the report as well, including populations served, impact on enhancing the agency's stated mission, and how the agency is planning on continuing these services in their next budget cycle. These answers will be included in the report to the Legislature in January 2021; data captured may be incomplete because entities will be eligible to apply to the GMF until December 2020 and notification of grant award takes an average of 4.6 months after the submission of a federal or nongovernmental grant proposal.

End of Program User Survey

Nearing the conclusion of the pilot program, all applicants and review team members will be provided with a survey soliciting feedback outlined in the below table. All feedback attained will be analyzed for future program refinement, should the Legislature choose to extend and fund the GMF pilot program beyond this biennium.

Feedback Solicited	All Applicants	Awarded Applicants	Review Team
Program functionality and accessibility	X	X	
Communication	X	X	X
Program process and procedures	X	X	X
Benefits of coaching		X	

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Efficiency of program timeline		X	
Awarding mechanism		X	
Post-award management		X	
Roles and responsibility		X	X
Review time			X
Scoring matrix and process			X

Implementation Timeline

The below Grant Matching Fund (GMF) implementation timeline includes dates referenced in AB 489 section 5 and SB 528 section 6. Because organizations applying for federal or nongovernment organization grants may wait an average of 4.6 months to receive grant award notification, the application period must conclude well before the funding for the GMF program manager's contract ends to ensure that post-award procedures and grant reporting and close-out best practices are followed.

Implementation Task	Date
Program scoping/planning starts	6/4/2019
Position advertising/interviewing starts	6/27/2019
GMF program manager starts	8/12/2019
Program creation starts	8/12/2019
IFC agency deadline	10/11/2019
IFC: work program approval to release \$1,000,000	12/13/2019
Grant matching fund applications starts	1/6/2020
Grant matching fund applications ends	12/18/2020
Summary report due to the Legislature	1/31/2021

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Program close out and final reporting	6/1/2021
GMF program manager ends	6/30/2021
Deadline for expenditure commitments	6/30/2021
Deadline for spending commitments	9/17/2021

Financials and Forward Impact

AB 489 (Appendix A) requires the Grant Office to create and administer a pilot program that allows eligible organizations to request grants from the Grant Matching Fund (GMF). This bill includes a General Fund appropriation for administrative and operational costs (see Appendix F, budget enhancement decision unit E-226). SB 528, section 6.1 (Appendix B), appropriates \$1,000,000 for allocation to the Grant Office from the State General Fund to be awarded as grants to eligible organizations through the GMF. Fees are not collected for this program, and federal funds do not support this program.

The GMF program manager is a temporary position that is contracted through Talent Framework employment agency until the end of fiscal year 2021. Appendix F includes the contract employee job announcement for the GMF program manager position, which has been filled since August 2019. Budget enhancement decision unit E-226 includes the vendor contract amount, which includes Talent Framework's fee of 29%. Additional staffing is not required to implement the GMF.

These following purchases are aligned with and inclusive of budget enhancement decision unit E-226.

The equipment needed to implement the GMF includes:

- Computer laptop;
- Computer peripherals; and
- Office furniture.

In cooperation with EITS, the following information technology and technical communications were purchased to support the GMF program manager:

- Computer software (e.g., Office 365, Adobe Acrobat);
- Desk phone; and

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- Ethernet/phone installation.

In addition, the GMF program manager will research and select a cloud-based survey software to host the GMF application process and coordinate the review team's scoring.

The following are not required to implement the GMF:

- Capital considerations;
- Lease agreements;
- Contractual services; or
- Training requirements.

Financial Impact

Funding requirements for this biennium and the next two biennia are outlined in the table below. Should the Legislature continue to extend and fund this pilot program beyond the current biennium, the Grant Office expects program administration costs to increase.

Increases may result from staffing and required programmatic changes. As this is a pilot program and the first of its kind, the Grant Office will be able to better estimate the resources required once first-year application data has been reported to the Legislature on January 31, 2021. Program administration costs may vary due to the grant award appropriation as a larger appropriation for matching fund grants may result in a larger number of grants awarded, which may increase the staff time required to administer the program.

Transitioning the program manager position from a temporary contracted position into an unclassified position located in Las Vegas will incur additional costs for future biennia; placing the unclassified position in Las Vegas instead of the existing Carson City Grant Office location will require +\$15,200 per year in rent, additional travel, and SilverNet costs. These figures for fiscal years 2022-2025 do not account for any allocated fee increases; however, personnel costs do include an anticipated +3% cost of living increase adjustment. Agency costs include program-related travel costs that were not included in the original fiscal note to AB 489.

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	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Program Cost	\$92,067 (AB 489)	\$87,797 (AB 489)	\$2,000	\$2,000	\$2,000	\$2,000
Agency Cost	\$1,000	\$1,000	\$114,900	\$114,900	\$117,800	\$120,100
<i>Travel</i>	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<i>Personnel</i>	n/a	n/a	\$98,700	\$98,700	\$101,600	\$101,600
<i>Equipment</i>	n/a	n/a	n/a	n/a	n/a	\$2,300
<i>Las Vegas Office</i>	n/a	n/a	\$15,200	\$15,200	\$15,200	\$15,200
Total Cost	\$93,067	\$88,797	\$116,900	\$116,900	\$119,800	\$122,100
Grant Award Appropriation	\$1,000,000* (SB 528)	*carry over FY 2020 remainder	Unknown	Unknown	Unknown	Unknown

Based on the maximum 50% match required by AB 489, awarding \$1,000,000 in matching fund grants to eligible organizations should result in a minimum of \$2,000,000 in grant funding to Nevada's organizations. Though some of these federal and nongovernmental grants may be awarded to state agencies, the Grant Office cannot provide an estimate.

Program Impact

The GMF pilot program will allow state agencies, local and tribal governments, and nonprofit organizations to apply for GMF grants to satisfy federal or nongovernmental grant matching requirements. Per the criteria outlined in AB 489, the GMF is designed to support, benefit, and expand existing services provided by state agencies, local governments, tribal governments, and nonprofit organizations. Grant applications will receive preference if they add services, align with organizational priorities, address the needs of underserved or frontier communities, build organizational capacity, or enable a program's future sustainability.

Performance Indicators

Performance measures will include quantitative measures and social indicators of how grant dollars made possible by the GMF is serving Nevadans.

Successful indicators will show a positive return of investment of the GMF. Applicants to the GMF are only eligible to apply if \$2 are awarded for every \$1 in required match (i.e., 50%

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match required). This equates to the minimum return on investment of 200%. Quantitative performance measures include:

- Revenue brought into Nevada per GMF match dollar: The total amount of funding awarded by federal or nongovernmental agencies requiring a GMF match divided by the total amount of GMF grant awards; and
- GMF program efficiency metrics:
 - The total amount of GMF grant awards divided by total GMF program operating costs; and
 - The total amount of funding awarded by federal or nongovernmental agencies requiring a GMF match divided by total GMF program operating costs.

Risks

The Grant Office has identified the following risks that may affect the efficiency and performance of the GMF pilot program.

Risk	Description	Mitigation
Lack of engagement	The GMF pilot program receives few or no applications.	Engage stakeholders to reduce possible pain-points prior to program launch and implement a communication plan to include outreach and marketing to socialize the pilot program.
High volume of applications	The GMF pilot program receives a high volume of applications.	Socialize program guidelines and expectations through our outreach, marketing, and stakeholder engagement. Utilize cloud-based survey technology to streamline application process and reduce administrative burden.

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Federal government shut down	The federal government may shut down, which will affect federal awarding agencies from posting and/or awarding grants.	Create a process outlining how to handle affected applications.
Pre-award program timeline	If applicants wait too long to apply for the GMF, the estimated ten business days for application review may be too restrictive for applicants.	Set expectations through our outreach, marketing, and stakeholder engagement that potential applicants need to apply to the program as soon as they have identified the funding opportunity and exhausted all other possible sources of matching funds.
Lack of diverse applications	The GMF pilot program receives applications lacking diversity (e.g., populations served, geography, industry, etc.).	Implement a rolling, twelve-month application period in order to ensure applications are not affected by annual funding cycles or seasonality of federal funding agencies. Ensure outreach and communication targets a diverse pool of applicants.
Unfunded federal or nongovernmental grant awards	Approved GMF applicants do not receive awards from federal or nongovernmental organizations.	Require all approved GMF applicants submit final proposals for review/edit and strongly encourage applicants incorporate the feedback prior to proposal submission.

APPENDICES

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Business Plan

A. Assembly Bill 489

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B. Senate Bill 528

C. Grant Office Organizational Chart

D. Grant Council Match Survey Results

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