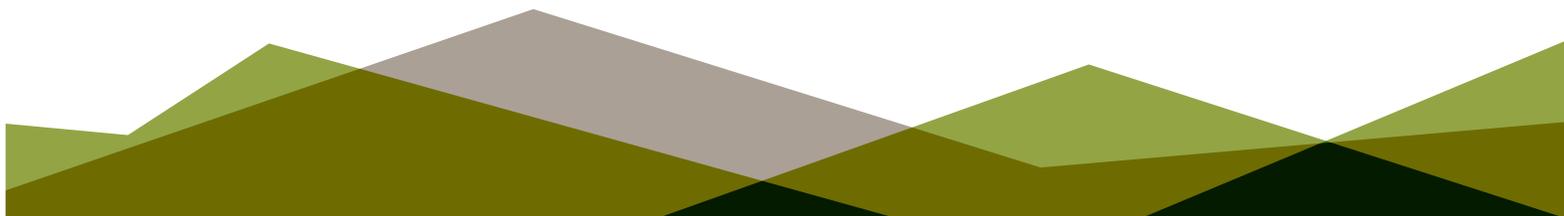




February 2012

Nevada Grantsmanship: Benchmark Study

Assessing Nevada's federal grant capacity



The Office of Grant Management

Who We Are

Established through the unanimous passage of Senate Bill 233 by Nevada’s legislators in the summer of 2011, the Office of Grant Procurement, Coordination and Management was created with the intent of addressing the State of Nevada’s performance in the federal, corporate and private grant arenas.

Our Vision

To provide the State of Nevada with a resilient, well-managed grant portfolio that enables its agencies to deliver core services to Nevadans—and, in doing so become a model for state grant management.

Our Mission

Our purpose is to provide the State of Nevada and its agencies with the coordinated resources to successfully identify, procure and manage grants; to strategically grow and manage the state’s grant portfolio for long-term return; and, to develop accurate reports that facilitate informed fiscal planning.

Statutory Duties

- Aid state agencies in researching, identifying and seeking out available grants;
- Collaborate with agencies writing grants for federal funds;
- Coordinate with state and local agencies that have received grants for similar projects;
- Ensure agencies do not duplicate efforts or services;
- Coordinate with members of congress representing this state to identify and manage available federal grants and other programs;
- Ensure state agencies are aware of any grant opportunity for which they are or may be eligible;
- Give priority to grants for the Department of Health and Human Services, the Office of Energy, and which facilitate economic development in this state;
- Track all state agency applications for grants and awards;
- Submit to LCB on or before odd-numbered years all activities relating to the application for, receipt of and use of grants in this state.

Office of Grant Procurement, Coordination and Management

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Executive Summary

Introduction

During the past decade, the State of Nevada saw unprecedented population growth and its economy experienced aftershocks of the extreme highs and lows that challenged America's federal government. Even though Nevada saw a 48 percent increase in federal spending during the 10-year period to address its growing needs, the state still ranks among the lowest per capita recipients in the nation.

For every taxpayer dollar sent to Washington, approximately 60 cents is returned to Nevadans. In a climate where federal dollars comprise as much as 30 percent of a state's budget, Nevada desperately needs to fight for its fair share.

It is in this vein that Nevada's legislators unanimously passed Senate Bill 233 in 2011 establishing the Office of Grant Procurement, Coordination, and Management, under the Department of Administration, with the intent of addressing the State of Nevada's performance in the federal grant arena.

Federal funding to a state is determined by a several factors: the state's population, the personal income of state residents, economic sector diversity and the concentration of primary industries, the location of federal facilities, and natural disasters. To develop a paradigm-shifting strategy for Nevada, we need to understand where we can influence the flow of federal grant dollars.

2010 Per Capita Spending to Nevada by Category



To that end, the following document represents a four-month benchmark study of federal spending in Nevada. Because a big picture perspective is important to understand smaller details, we also devote a section of the following study to take a look at Nevada’s progress with federal dollars in general. Aside from exploring grants on an intricate level, we have provided a glimpse of other areas of the State’s federal income through direct payments, salaries and wages, and procurements.

This study includes data from published research reports by the federal and state government and watchdog agencies coupled with original research in the form of a 10-question survey, as well as one-on-one interviews with a diverse cross-section of stakeholders.

We seek to evaluate Nevada’s overall grant capacity, identify the impediments in the grant process, and establish short- and long-term opportunities.

While State of Nevada agencies draw and distribute 85% of federal grants to Nevada, there are other sectors that procure the funds: county and local government account for 10% of federal grants, educational institutions for 3%, and American Indian tribes and nonprofits comprise the remaining 2%.

The State of Nevada is in a position generate momentum to impact federal funding—but it will take the collaborative effort of each of the recipients to move the needle in Nevada’s favor. As such, the recipient sectors were evaluated for grant capacity and opportunities.

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We also followed the money to evaluate which federal agencies were responsible for providing the most funding to the state. Nevada's single largest grant program is Medicaid, which accounts for 27% of the state's grant income.

While we explore Medicaid expenditures to the state, our main focus is directed at areas within the Office of Grant Procurement, Coordination, and Management's purview to aid and assist. Other significant federal agency grant streams are Transportation, Education, Energy, and Housing and Urban Development.

Finally, we checked Nevada's overall grant capacity to determine if the state has the necessary resources to compete and improve its performance. The grant portfolios of successful states grow and compound each year like a savings account.

And, we benchmarked Nevada against other comparable Western states to project where we could rank. For Nevada to improve its ranking in federal grant spending from 51st in the nation (and District of Columbia), the state will need to match and surpass the growth rates of its closest competitor—Florida, which ranks 49th.

Change won't come overnight. The top-ranked State of Maryland Office of Grant Management has been actively engaging its grant community and has been streamlining its administration processes for more than a decade.

In summarizing the key findings of this report—it is a good news, bad news proposition for Nevada. The good news is that across the state, in every recipient sector, Nevada has pockets of qualified and willing human capital to initiate change.

The bad news is Nevada is missing out on potential grants because of a lack of awareness of the competitive funding opportunities, no established public/private partnerships, the inability to meet the match requirement and inadequate personnel to administer a grant.

To reposition Nevada in the per capita rankings for federal grant funding, the state can leverage its experienced grant professional assets by addressing deficits in program resources. Six opportunities for the Office of Grant Procurement, Coordination and Management emerge: (1) Communication, (2) Collaboration, (3) Training & Resource Materials, (4) Shared Professional Contracts, (5) Match Fund Development and (6) Streamlined State Approval Procedures.

Recognizing the need, Nevada's Spending and Government Efficiency (SAGE) Commission and the Legislature have provided the foundation for this undertaking. With this benchmark assessment, the Office of Grant Procurement, Coordination and Management will develop a strategic plan designed to address the key findings in this report and chart a course to ensure future grant opportunities are maximized for Nevada.

Decade in Review

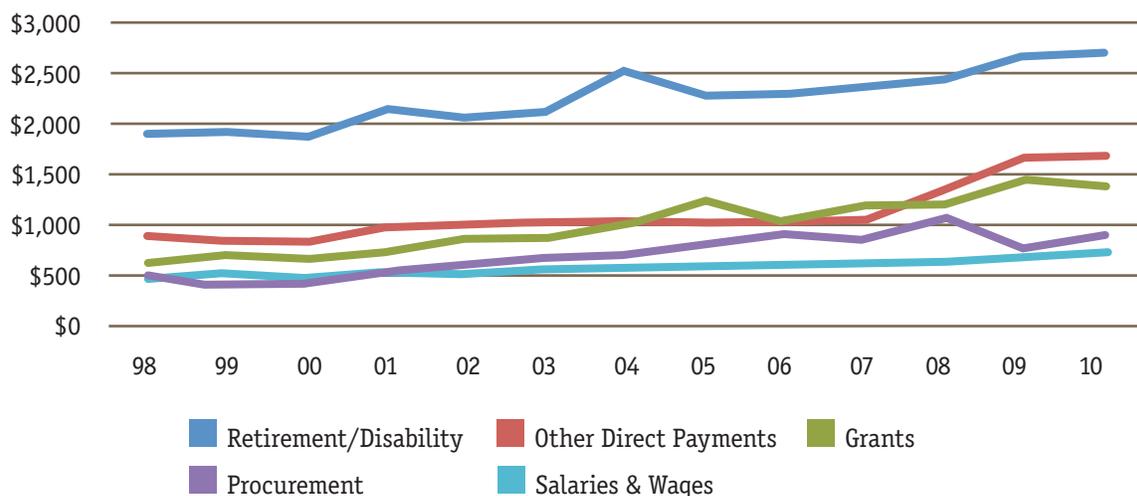
2000-2010: A Boom and Bust Decade

America's economy has been tried by a string of industry highs and melt-downs, corporate fraud, terrorist acts, and natural disasters in first decade of the 21st century.

The resulting impact of these events on the federal budget changed the character and level of federal government spending to the states.

Because Nevada led the decade with an explosive population growth that was further impacted by the housing foreclosure crisis, the state would experience the hardest fall. From 2001 to 2010, the state saw a 48 percent increase in federal spending as illustrated in the chart below. Breaking out the federal assistance by type, illuminates the state's population growth as the key driver in the increase in federal spending to the state

Per Capita Federal Spending to Nevada by Category



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Direct payments include Social Security, Medicare, disability, unemployment, tax refunds and other federal payments made directly to eligible recipients. Nevada's unemployment rate rose from 4.9 percent in 2001 to a record high of 14.9 percent by 2010. From 2001 to 2010, there was a 283 percent change in unemployment payments to Nevadans. The food stamp program saw a 535 percent change for the same period.

By comparison, the other categories of federal spending did not experience the dramatic change. The Grants category, which includes Medicaid, increased to \$3.7 billion in 2010 from \$1.4 billion at the beginning of the decade. This represents a 265 percent increase in federal funding during the decade.

The End of the Decade

Federal spending contributes as much as 30 percent to a state's budget—making it the largest single source of program funds for most states.¹ Federal funds are typically channelled to the states through direct payments such as Social Security or Medicare, procurement, salaries and wages, and grants.

Federal domestic spending increased 2.4 percent in fiscal year 2010 to \$3.3 trillion. The 2010 spending total is equivalent to \$10,612 per person living in the United States. Nevada received \$19.7 billion in federal spending, which equates to \$7,321 per capita. States with the highest per capita federal spending were Alaska (\$17,762), Virginia (\$17,008), and Maryland (\$16,673). States with the lowest were Nevada, Minnesota (\$8,367), and Utah (\$8,519).

In an effort to restart the economy, Congress passed the American Recovery and Reinvestment Act (ARRA) of 2009. This act quickly infused \$840 billion into the U.S. economy through existing federal grant programs—creating an artificial 3-year uptick in federal grant funding to the states. A report done by Stanford University economists John Cogan and John Taylor was blunt in its assessment of the stimulus package. They wrote, "There was little if any net stimulus."² ARRA funding actually masked a 5.4% decline in total grant funding between federal fiscal years 2009 and 2010.

So it becomes necessary to segregate ARRA funding to reveal the true or consistent levels of federal funding to a state. Nevada received a total of \$3.3 billion in ARRA funding. It is anticipated that a substantial portion of the encumbered funds will be expended by June 30, 2012. The state's fiscal year 2013 will reflect a return to previous funding levels. For this report, where possible, ARRA funds have been backed out and noted.

The table below details the federal per capita spending to Nevada for fiscal year 2010 by category as compared to 2001. For perspective, the federal spending per capita in 2001 calculates to \$6,267. The states with the highest per capita federal spending in 2001 were Alaska (\$10,213), Virginia (\$10,066), and New Mexico (\$9,118). Maryland ranked fourth at \$9,093. States faring the worst were Nevada, Wisconsin (\$4,967), Minnesota (\$5,068) and Utah (\$5,094).

Category	2001 Federal Spending in Nevada (\$M)	\$ Per Capita Pop 1.9M	Nevada's Ranking Per Capita in Federal Spending	2010 Federal Spending in Nevada (\$M)	\$ Per Capita Pop. 2.7M	Nevada's Ranking Per Capita in Federal Spending
Direct Payments <i>Social Security, Medicare, Disability and Other</i>	\$6,121	\$3,062	33/49*	\$11,720	\$4,340	44/49*
Salaries/Wages <i>Nevada-based federal employees</i>	\$1,019	\$510	35	\$1,942	\$719	34
Procurement <i>Goods and Services purchased from Nevada-based businesses by the federal government</i>	\$1,041	\$521	30	\$2,407	\$891	38
Grants <i>Federal funds awarded to states to deliver programming (this category includes Medicaid)</i>	\$1,442	\$721	50	\$3,702	\$1,371	51
Total	\$9,624	\$4,815		\$19,771	\$7,321	

*The first ranking is related to retirement and disability, and the second ranking reflects all other direct payments.
Source: U.S. Census, Consolidated Federal Funds Reports (Includes ARRA funding)

¹ Federal Funds Information for States, ffis.org

² <http://www.stanford.edu/~johntayl/Cogan%20Taylor%20multiplicand%20Jan%202011%20rev.pdf>

A Per Capita Snapshot:

Nationally and in Nevada

Direct Payments:

Direct payments can be divided into two areas: “retirement and disability” and “all other.” The “all other” category includes Medicare benefits, unemployment compensation, tax refunds, housing assistance, food stamps and student financial assistance. Federal spending to “retirement and disability” is the higher of the two categories.

The national per capita spending in retirement and disability payments grew from \$2,112 to \$2,935 during the decade—a change of 39 percent. Nevada experienced a 27 percent change with a per capita spending increase from \$2,104 to \$2,682. The state’s ranking fell 11 places to 44th in retirement and disability payments nationally.

All other per capita spending nationally grew from \$1,431 to \$2,633. Nevada saw spending grow from \$958 to \$1,657. This represented a 73 percent change during the decade for Nevada, while the national change was 84 percent. Nevada saw no change in its national ranking of 49th.

A comparison of the “all other” breakouts for the Western states, Nevada lags behind in federal spending in food stamps, housing assistance, agriculture and student financial aid.

Salaries/Wages:

Federal wages increase annually with cost of living and salary adjustments to remain competitive with the private sector. They also adjust salaries by grade and duty location. Nationally the per capita expenditure in Salaries/Wages grew from \$664 in 2001 to \$1,099 in 2010. This represents a 66 percent change during the 10-year period.

In Nevada, the per capita expenditure in Salaries/Wages grew from \$510 in 2001 to \$719 in 2010. This calculates to a 41 percent change during the decade—enough to move Nevada’s national ranking in per capita spending to 34th for the category.

Nevada has a small federal workforce. According to the Federal Office of Personnel Management, in 2010 there were 16,779 federal employees in Nevada. The state saw a 10 percent increase in federal employees during the decade—the gains can be attributed to Homeland Security and the expansion of Veterans services in Nevada.

Procurement:

The national per capital spending on goods and services by the federal government increased from \$871 in 2001 to \$1604 in 2010. This is an 84 percent increase over the decade.

For the same time period, Nevada experienced a 71 percent increase in per capita procurement spending levels. Nevada’s contractors are winning more procurement awards—the number of federal contracts to Nevada businesses grew from 1,343 to 7,708 during the decade. However, while Nevada sustained growth, it did not keep pace with national averages, and as a result, it lost 8 places in the national rankings to 38th. States that have done well in this category have a deeper manufacturing base.

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Grants:

The national per capital spending in the grant category increased from \$1,188 in 2001 to \$2,187 in 2010. This is an 84 percent change over the decade.

Nevada saw a 90 percent change in per capita federal grant spending levels during the decade—with spending increasing from \$721 to \$1,321 per capita.

Medicaid programming accounts for a large portion of the grant category—representing 27 percent of the federal grant spending to Nevada.

Nevada has an average annual per capita growth rate of 10 percent in federal grant funding. To unseat Florida at number 49 with \$1,492 in per capita spending, Nevada needs to grow by 22 percent.

Influencing the Flow

Factors Influencing the Flow of Federal Funds to Nevada

It is important to fully understand the factors influencing federal funding levels to each state. Funding is dependent upon the state's population, personal income, economic sector diversity and concentration of primary industries, location of federal facilities, and natural disasters.

States with strong economic development and procurement initiatives can positively impact the industry, income and population factors. Federal facilities management is a critical factor in state economic development, as it can prevent or mitigate the effects of facility closures.

Population and Demographics

A state's number of dependent residents aged 65 or older and children under 18 determine the spending levels for many federal programs designed to assist the elderly and children.

Nevada experienced the greatest population surge in the nation from 2000 to 2010—just over 35 percent.³ This equates to more than 700,000 new residents to the state, bringing Nevada's total population to 2.7 million in 2010.

In comparison with the 50 states and District of Columbia, this places Nevada at 35th in total population.

Despite the dramatic surge in population, Nevada's dependent representation as a percentage of total population has remained consistent since the beginning of the decade. In 2001, Nevada's seniors aged 65 and older represented 11 percent of the total population.⁴ By the end of the decade, that population accounted for 12 percent.

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Nevada saw an increase in children under 18 from 22 percent in 2001 to 26 percent in 2010.⁵

Federal funds—such as Social Security and disability—paid directly to eligible Nevadans' mailboxes or bank accounts grew from \$6.1 billion in 2001 to \$11.7 billion in 2010. Nevada experienced a 27 percent change with a per capita spending increase from \$2104 to \$2682. The state's ranking fell 11 places to 44th in retirement and disability payments nationally.

Personal Income

Poverty rates and low income levels increase the probability of federal spending on assistance programs to a state, while high incomes reduce federal spending and increase federal tax payments. Two factors are recognized to increase personal income: population and economic growth.

The effect of Nevada's population growth on personal income was diminished by

All other direct per capita spending—tax refunds, food stamps, housing assistance, agriculture and student financial aid—nationally grew from \$1431 to \$2633. Nevada saw spending grow from \$958 to \$1657. This represented a 73 percent change during the decade for Nevada, while the national change was 84 percent. Nevada saw no change in its national ranking of 49th.

the collapse of the housing market—and resulting unemployment. Nevada's unemployment rates have historically been lower than the national average. In 2001, the state's unemployment was 4.9 percent. By 2010, it rose to 14.9 percent. By 2010, the state's per capita income ranking slipped 16 places—from 15th to 31st—among the states.

Economic Diversification and Growth

The federal government facilitates the growth of existing businesses through many programs: subsidies to grow agricultural and farm industries, grants to spur research and innovation, rebates to increase U.S. product exports, and procurement set-asides

designed to attract small- and medium-sized companies into government contracting.

For the past decade, Nevada's economy has been heavily dominated by consumption-based industries which are influenced by

³ U.S. Census Bureau, 2010 Census State Demographic Profiles.

⁴ Nevada Vital Statistics, 2001-2003

⁵ Nevada State Demographer, Age, Sex, Race, and Hispanic Origin Estimates and Projections.

consumer spending patterns. The state's three large consumption industries—construction, real estate, gaming and retail—account for 46 percent of all the jobs in Nevada, compared to less than one-third of all jobs nationally. These industries accounted for half of the economic expansion through 2007. According to the Brookings Institute, “growth” became Nevada's leading industry for the decade.

Federal Facilities

Federal facilities, from military bases to offices, contribute federal spending on employee wages, benefits, and other items. In addition to federal buildings and courts, Nevada is home to Fallon Naval Air Station, Creech Air Force Base, Nellis Air Force Base, Hawthorne Army Depot, and the Nevada National Security Site. Nevada currently ranks 38th in federal procurement spending.

This ranking is a direct result of active program management. In the state's fiscal year 2011, Nevada's award-winning Procurement Outreach Program, which is funded through a cooperative agreement with the Defense Logistics Agency, helped state businesses to successfully bid and secure federal procurement contracts with a consolidated value of \$238,288,303—

Since the recession, the state's “primary industry” sectors—mining, agriculture, and manufacturing—which produce goods and services in excess of what can be consumed by the local market, have provided a buoy in Nevada's economic recovery. These companies have established national or international customer bases with product sales that result in new cash inflows to the state's economy.

creating or sustaining 4,740 jobs for Nevadans. Federal funding to the state for the administration of the program for 2011 was \$360,438 with a state match of \$67,800.

Breaking down federal spending in Nevada by county, it is easy to see correlations to higher levels of procurement and salary expenditures where federal facilities are located. Mineral and Churchill counties have high levels of procurement due to hosting military facilities, but, they also have community development plans in place that have identified federal procurement as a key economic driver and have initiated business strategies to support it. Washoe County and Carson City each have a greater concentration of manufacturers, which can account for the higher levels of procurement than Clark County.

⁶ Brookings Mountain West, *Unify, Regionalize, Diversify: An Economic Development Agenda for Nevada*

Emergency Management

Disasters are the financial, environmental or human losses resulting from a natural hazard such as a flood, tornado, hurricane or earthquake. States make efforts to mitigate potential dangers through better design and construction standards, safety systems, early warning and evacuation planning—but still catastrophic events take place.

Federal spending helps mitigate the impact of disasters. For example, the Federal Emergency Management Administration (FEMA) approved \$3.79 million to assist victims of the Lyon County flood in northern Nevada in 2008.

Grant Overview

Nevada's Ranking

Of the 50 states and District of Columbia, Nevada ranks 51st in securing federal grants—adding in the U.S. territories that ranking slips even further. As outlined previously, how the states fare is largely determined by formulas, natural resources, and how much a state spends on Medicaid. Many of the states with the highest federal grant funding are those with significant natural resources extracted from their public lands, especially when measured against relatively small populations.

For the past 30 years, in per capita federal grant spending the state has ranked in the 40s, with the exception of placing 33 in 1986. This anomaly can be easily explained—as Nevada saw an infusion of federal funds in 1986 from FEMA in response to a winter flood and the Department of Transportation to complete highway projects. During the ensuing years from 1987 to 2005, Nevada experienced a downward spiral in its rankings from 41 to 51.

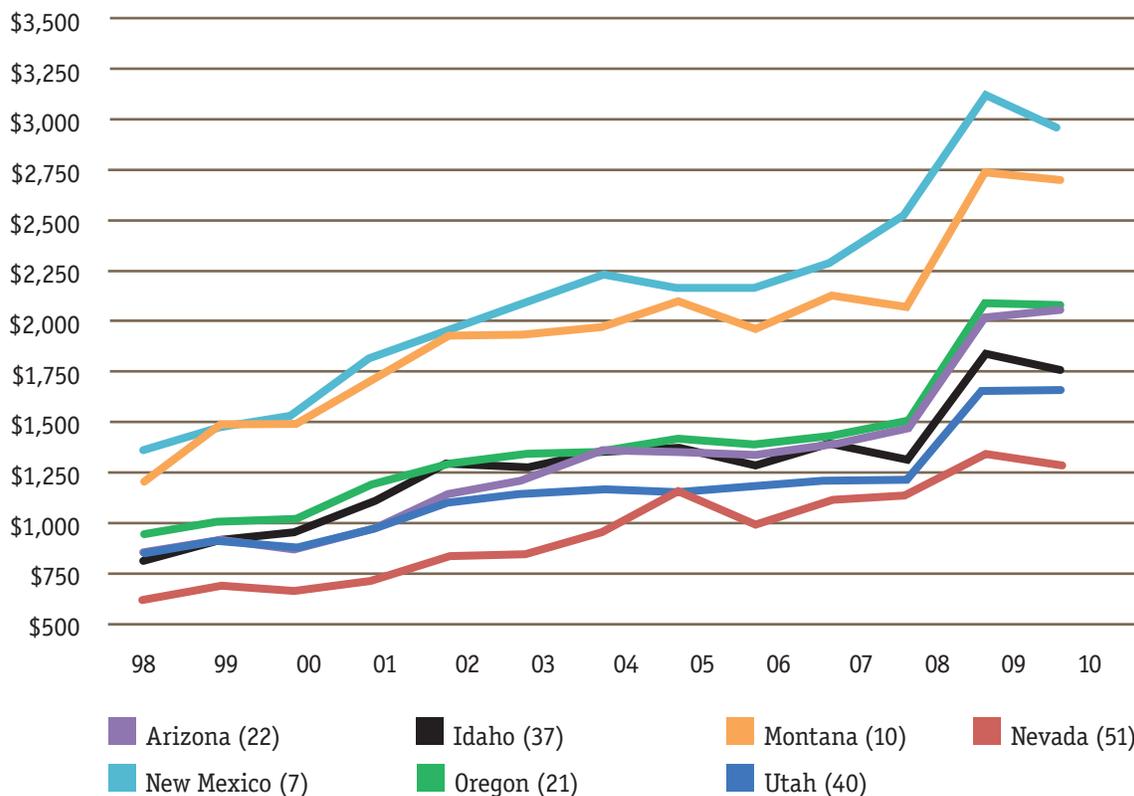
The segregation of states by region and population shows some clustering in federal spending—the Eastern and Southern states dominate the upper 25 rankings, the Midwestern states settle comfortably into the 30s, while the Western states show the greatest disparity between states with three states each in the top and bottom five.

Comparing federal spending in grants to the Western states over time provides a clearer understanding of growth trends. This data is compiled from the U.S. Census Consolidated Federal Funds Report and includes ARRA funding, which accounts for the uptick in 2009. The legend indicates the states and their respective per capita rankings in federal grant expenditures relative to the 50 states.

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Federal Grant Expenditures to Comparable Western States

(In per capita dollars including Medicaid)



Nevada's Federal Grant Applicants and Recipients

States are not the only applicants and recipients of federal grant funds. Local government, independent school districts, private higher education, American Indian tribes and nonprofits are examples of other federal recipients.

In Nevada, state government receives and administers approximately 85 percent of federal grants awarded. Of the remaining 15 percent, county and local governments obtain 10 percent, educational institutions account for 3 percent, while American Indian tribes and other nonprofits equally contribute the 2 percent balance.

Educational Institutions

Nevada has a small, but solid higher and private education nonprofit infrastructure; however, it lacks a top tier Carnegie-rated research institution to act as a magnet for federal grants. The difference is not striking in proportion to state size and population, but looms large in assets, revenues, and economic development as compared to national averages.

Leading research institutions do not stand still, but increase their awards each year. As a result competitors not only need to improve their performance—but to improve it by a factor larger than the improvement of their competitors.⁷ According to a 2007⁸ report by the National Science Foundation, Nevada's six institutions received a total of \$80,064,000 in federal obligations for science and engineering. Between 2000 and 2007, federal obligations to Nevada for science and engineering increased by 31 percent. For the same time period, other Western states fared better with Arizona (50%) and Oregon (49%) at the front, Montana (42%), and Idaho

(33%) just outpacing Nevada (31%). New Mexico, with the fewest research institutions grew by just 20 percent for the same period.

During its 2011 session, Nevada's legislators addressed this shortcoming with the passage of AB 449. This bill established the Knowledge Fund for the development and commercialization of research and technology at the University of Nevada, Las Vegas, the University of Nevada, Reno, and the Desert Research Institute.

This fund is designed to bolster Nevada's ranking through the recruitment, hiring, and the retention of faculty and teams to conduct research in science and technology as well as the construction of research clinics, institutes, facilities, and related buildings. In addition, the legislators had the prescience to allow for matching funds for federal and private grants.

⁷ The Myth of Number One: Indicators of Research University Performance.
<http://mup.asu.edu/MythNumberOne.pdf>

⁸ Survey of Research and Development Expenditures at Universities and Colleges.
<http://www.nsf.gov/statistics/srvyrdexpenditures/#trend>

Tribal Programs

There are 113 federal grant programs designed for recognized American Indian tribes. Nevada's tribes have established successful grant relationships with the Environmental Protection Agency, Housing & Urban Development, and U.S. Fishing & Wildlife. Most recently, seven tribes received a total of \$49,000 through the Native American Libraries program.

In comparison with a few other states in the West, we find that Nevada's capacity to draw federal funding for its American Indian tribes is only fair. According to the US Census Bureau, Nevada's tribes collected \$397.04 per tribal member. Montana's tribes received \$684.72 per tribal member, Idaho (\$452.04), Arizona (\$299.47), Oregon (\$295.96), and New Mexico's tribes lagged behind at \$162.90 per capita in federal funding. New Mexico serves as an anomaly, while the state excels in the area of general grant awards, they receive only \$31,531,841 for their American Indian population of 193,562. Nevada ranks third in our research, as the Silver State amasses a total of \$12,866,537 for a tribal populace of 32,406.

Tribes have qualification barriers to overcome with antiquated tribal governmental structures, uncertainty of eligibility and a limited population base to achieve grant objectives. The ARRA program provided Tribes with greater program latitude, and they are currently lobbying Congress to obtain the same opportunities within traditional grant programs.

While geographic location can affect a tribe's prosperity, many tribes rely on federal contracts and grants to support tribal jobs and income.⁹ There are 19 federally recognized tribes in Nevada, and according to the Government Accounting Office only 21 percent are actively pursuing grant opportunities.

In this vein, we find the further procurement of grants for the State of Nevada's American Indian tribes to hold potential, and will seek to collaborate and assist tribal agencies where invited.

⁹Indian Economic Development, GAO Report

Nevada's Nonprofit Sector

The performance of Nevada's nonprofit sector is cause for concern because of the symbiotic interdependency of nonprofits and state government. Nonprofits play a vital role in identifying and responding to community needs more rapidly than state or local governments can react.

And, as state and local government budgets become increasingly strained, a robust nonprofit sector can help bridge the gaps in community services. They are also an indicator of quality of life and social capital, as nonprofits support hospitals, education, museums and the performing arts.

The distribution of nonprofit organizations in Nevada mirrors the national pattern; however, the challenge is Nevada's nonprofit sector is young in comparison to other states, and it is experiencing growing pains.

The state has experienced rapid growth and its communities lack the professionals to successfully manage and develop organizations.

Nonprofits are businesses; the failure rate for start-up businesses is around 70% to 80% in the first year, and only about half of those that survive the first year will remain in business the next five years.

While Nevada has seen the number of nonprofits holding 501(c)3 status increase by 115 percent during the decade, it also saw the Internal Revenue Service revoke the tax-exempt status of 2,300 Nevada nonprofits in 2010.¹⁰

¹⁰<http://www.nevadaneews bureau.com/2012/01/02/more-than-2300-nevada-nonprofits-lose-tax-exempt-status-with-irs/>

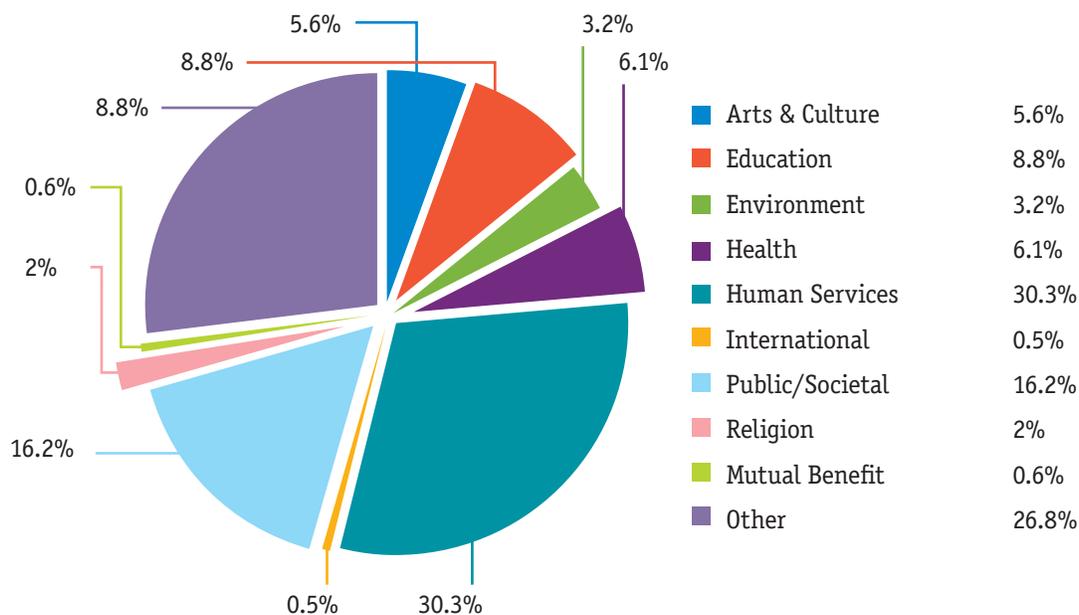
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The nonprofit revenues in the U.S. come from four main sources: 1) private payments in the form of dues or payments, 2) government contracts for services and grants, 3) private contributions, and 4) investments or endowments.

Using tax returns to analyze total assets and revenues of the Western states' nonprofits provides a measure of stability. Nevada has 8,148 registered nonprofits that collectively hold \$15.7 billion in assets which places the state 37th in the rankings. Utah ranks number 1, Idaho (16), Oregon (29), Arizona (32), Montana (34) and New Mexico trails the state grouping at 47.

Population is a key driver to the number of nonprofits in a state. While a state's residents tend to feel pride for their "home state" and will volunteer or contribute discretionary dollars to its welfare, new residents to a state might not feel the same connection and therefore the inclination to see the local nonprofits prosper. In a state where less than 20 percent of residents are native, Nevada has its fair share of challenges in its attempts to establish a robust nonprofit sector.

Nevada Non-Profits by Service Sector Type



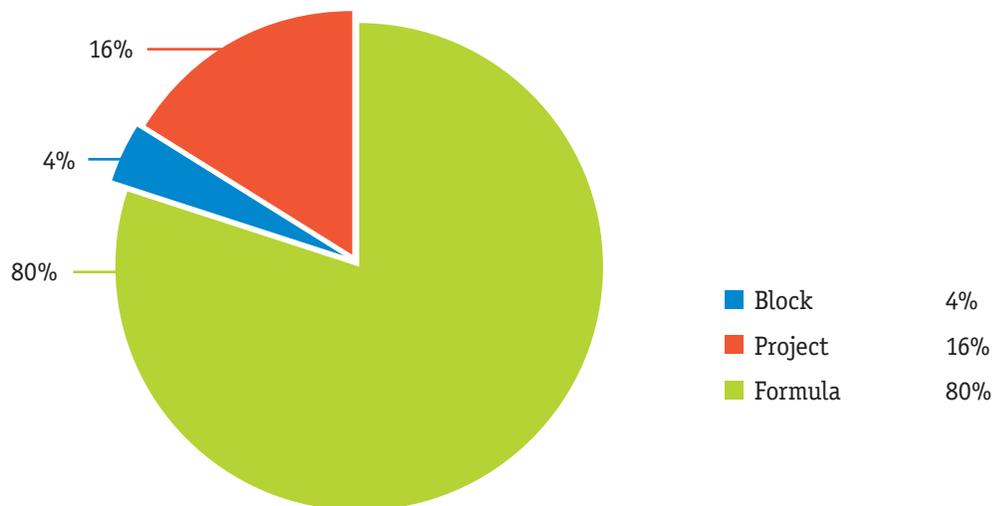
Nevada’s Grant Portfolio

Formula grants comprise 80 percent of Nevada’s grant portfolio. Formula grants provide funds to recipients as dictated by laws—the “formulas” used to calculate levels of support include quantifiable elements such as population, amount of tax effort, proportion of population unemployed or below poverty level, density of housing, or rate of infant mortality.

There are two types of formula grants—categorical and block. Categorical grants have narrowly defined scopes and often require a match to the federal funds. Block grants tend to provide recipients with more leeway in the use of the funds.

Federal Grants Awarded to Nevada by Type

(State Fiscal Year 2011 excluding ARRA)



Project grants, which comprise 16 percent of Nevada’s portfolio, are awarded competitively. They typically provide funding for a fixed term or project. Like block grants there is greater leeway in the use of funding.

Following the Money

Reviewing the federal granting agencies provides further understanding of Nevada's grant landscape. In 2010, the top five funding agencies to Nevada were Health and Human Services (42%) Transportation (16%); Education (9%); Energy (7%); and, Housing & Urban Development (6%). Knowing this, can help the state to better manage grants and advocacy at the federal level.

Nevada's single largest grant program is Medicaid. In 2010, it represented \$997,442,347 or 27 percent of the total federal grant funding to the state. This equates to more than half of the \$1.57 billion received from the Department of Health and Human Services in federal fiscal year 2010.

Introduced in 1965, Medicaid is a health program for people and families with low incomes and resources. It is a means-tested program that is jointly funded by the state and federal governments, and is managed by the states.

The magnitude of Medicaid can cause shifts in how a state fares in its relationship with the federal government. The proportion of Medicaid funding to grants awarded Nevada is at 27 percent. In Arizona, Medicaid represents 44 percent of total grant funding received, New Mexico has the next highest at 39 percent, Idaho follows at 35 percent, Oregon is at 31 percent, and the remaining three states are at under 30 percent—Nevada (27%), Utah (26%), and Montana (23%).

The federal government uses state per capita personal income to calculate each state's reimbursement rate for Medicaid and other grant programs such as Title IV-E adoption assistance and foster care. This matching rate, calculated annually, is known as the Federal Medical Assistance Percentage (FMAP). While total Medicaid spending is on the rise, a state could experience different levels of federal spending based on changes to its match rate.

All 50 states experienced increased federal matching rates in FY 2010—with the ARRA 6.2 percentage-point across the board matching rate increase and bonuses tied to changes in a state's unemployment rate.

A proposed spending cut scenario initially placed Nevada at risk of losing as much as \$342M.¹¹ At this time, it is estimated that Nevada will experience a 6 percent change as compared to FFY 2012—or \$58,533K.¹²

A number of recent federal budget proposals could significantly change the program. A resolution adopted in 2011 by the U.S. House of Representatives would convert Medicaid to a block grant program. This could be an advantage in that there is generally more program leeway in block grant programs.

Last fall, the Office of Management & Budget (OMB) announced the creation of a new group—Council on Financial Assistance Reform—to oversee and reform grant processes.

The push to reform the grant system comes as a result of a report from the Government Accountability Office (GAO) that highlighted the faults within the federal grant system. The first new notice of procedures is anticipated to be released in spring 2012.¹³

While Congress has proposed cutting federal spending on transportation by 30 percent, the Federal Railroad Administration (FRA) awarded Nevada a high-speed rail grant to develop a statewide rail plan as part of the Administration's efforts to develop an integrated passenger rail network. The Nevada Department of Transportation received \$640,000 to fund the completion of the Nevada State Rail Plan. The plan will create a state policy on freight and passenger rail transportation to enhance rail service and serve as the basis for future federal and state rail investments. Nevada is contributing \$345,699.

Nevada did not fare well in the U.S. Department of Education's Race to the Top Phase II application process ranking 24th ; however, Congress is currently considering \$1.6 billion supplemental funding to create a new Phase III competition. More significantly, the Elementary and Secondary Education Act re-vamp now in Congress is moving aggressively away from Title I formula-based funding towards Race to the

Top-style competitive bidding. Race to the Top is the model around which much of future federal education funding will likely be designed.

Under Housing & Urban Development, the Community Development Block Grant (CDBG) and HOME funding have been under dramatic pressure in recent years. In the consolidated appropriations bill approved by Congress in November 2011, the CDBG program was cut by nearly 12 percent, from \$3.3 billion in formula funding in FY11 to \$2.948 billion in formula funding in FY12. The HOME program received a 38 percent cut, reducing the program from \$1.6 billion in FY11 to \$1 billion in FY12. Since FY10, the CDBG program has been cut by 25 percent and the HOME program has been cut by 48 percent.

As of December 2011, Nevada led the nation in foreclosures for five years. HUD funding, particularly CDBG, is critical to the state and local government strategies to address vacant properties because of the program's flexible nature. CDBG funds can be utilized for acquisition, administration and planning, housing and economic development.

¹¹ Federal Medicaid Cuts Would Harm State Economies, <http://familiesusa2.org/assets/pdfs/Medicaid-Cuts-Hurt-State-Economies.pdf>

¹² Federal Funds Information for States, Final FY 2013 FMAPs

¹³ Governing, Fedwatch: Silent Partners, January 2012

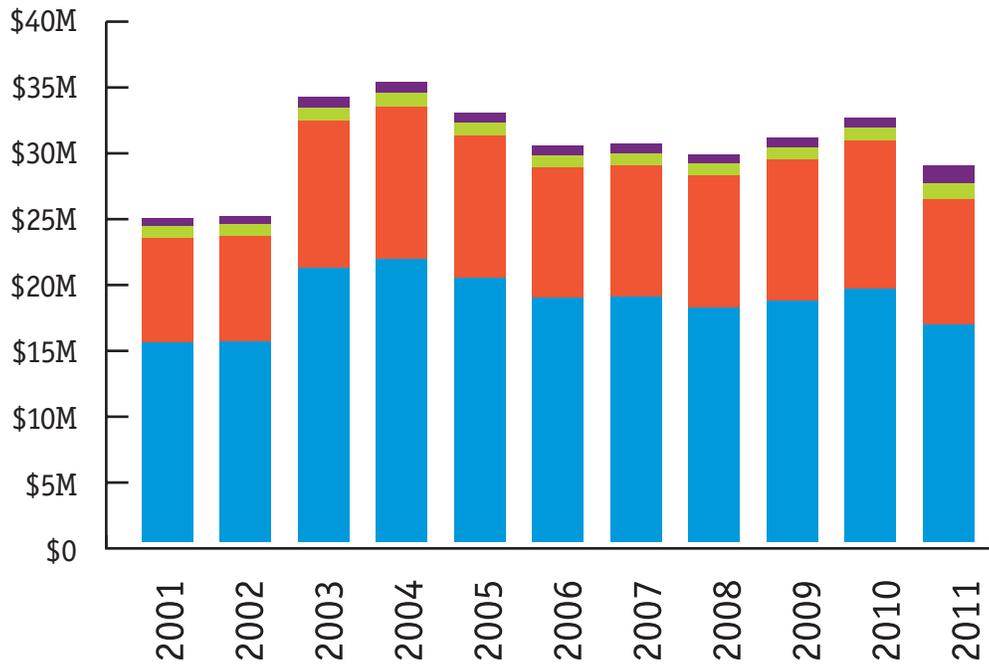
¹⁴ http://www.nytimes.com/2011/12/22/us/cities-struggle-as-us-slashes-block-grants-program.html?_r=3

¹⁵ Vacant Properties: Growing Number Increases Communities' Costs and Challenges GAO-12-2-34 <http://www.gao.gov/new.items/d1234.pdf>

Nevada Grantsmanship

HUD Block Grants to Nevada

(2001 - 2011 State Fiscal Year)



- Emergency Shelter Grants (ESG)
- Housing Opportunities for Persons with Aids (HOPWA)
- Home Investment Partnership Program (HOME)
- Community Development Block Grant (CDBG)

Nevada Grant Capacity Survey

Introduction

Recently, a survey drafted by the Office of Grant Management was sent to Nevada agencies that requested information as to their processes in tracking grants, whether or not they applied for them, and in how these agencies felt they needed help improving. The information received from the respondents is poignant and fresh, as the last survey seeking similar information was conducted in 1995. With this current information, the Office of Grant Management has found great strengths and opportunities for these agencies drawing grant funds into the State of Nevada, as well as threats and weaknesses that affect their processes.

Fifty-eight agencies, state and local governments and nonprofits, have responded to this survey. They answered a series of nine questions that asked for information such as: the contact information for the agency, what sorts of grants the agency has applied for in the last five years, the dollar amount applied for and awarded in the 2011 fiscal year, how these agencies learn about the grants that they apply for, whether or not they have staff exclusively assigned to writing and/or administering grants, whether or not they have a grant tracking system and if it is a specific software, why the agency might not have applied for a grant that they were privy to, and how the Office of Grant Management might further be able to help these agencies in their process of seeking grants.

Question 1—Name of Agency and Contact Information

This section reveals a wide demographic of agencies that responded to the survey and gives a good taste of the applicants seeking grant funds. Of the fifty-eight agencies that responded there were grant applicants from Southern Nevada, with a response from an organization at the University of Las Vegas, to the far north with a response from the City of Winnemucca. These responses give us a good sampling of how Nevada's agencies are fairing in their goals in seeking grant monies.

Question 2—In the last five years, has your agency applied for any federal, corporate or private foundation grants?

The responses to this question indicated that agencies, especially those that are state agencies, apply for federal grants, while those that are nonprofits apply for any sort of grant. Responses show that 49.1% of agencies applied for federal grants, 19.3% applied for grants from private foundations, and 14% applied for corporate grants.

Question 3—What was the total number and dollar amount applied for and awarded during the fiscal year 2011?

The responses reported on the survey vary widely; there are examples of agencies awarded considerable sums, as well as those that put in the effort to apply for a few grants, but saw little return. A grant writer for the Department of Education, applied for 7 grants in the fiscal year of 2011 with the possibility of being awarded \$85,041,683.

She was awarded 5 grants and earned the agency \$75,294,724. Similarly, other agencies have reported success in their experiences with applying for grants, and have been awarded each grant they've applied for, and have seen most (if not all) the funds they applied for.

Unfortunately, these responses also show that there are agencies that have applied for grants and are finding themselves with little to no reward. One agency reported submitting five applications for \$400,000, and was only awarded one \$142,000 grant. They confessed to thinking the process took “too much work for too little funding.”

Question 4—How does your agency learn about the grants for which it applies?

Most agencies claimed to having used multiple sources in finding grant opportunities, the most popular being: grants.gov and/or other websites, awarding federal agencies, email newsletters, and the federal register notices. Of course, some agencies said they found some of their grants through word of mouth, and a handful of responses confessed to having a hard time finding grants that suited the parameters of their field.

Ultimately, 70.2% of the collected responses said that communication of grant opportunities from the Office of Grant Management would be very beneficial in their search for grant funding. 22.8% said the information would be beneficial to them, and a 7% felt that it would have little benefit in their cases.

These numbers show a great opportunity for the Office of Grant Management to help notify these agencies, in the coming fiscal year, of grant opportunities that they would be suited for. Through user-meetings, agencies can group together and collaborate with each other. Also, as the Office of Grant Management learns more about agencies that are seeking help in the form of a partnership, we can help match them to other willing agencies.

Question 5—Do you have staff exclusively assigned to researching, writing, and administering grants?

71.9% of the responding agencies did not have staff set exclusively to these tasks, while 19.3% said that they employed staff to solely administer awarded grants, and 17.5% said they employed a researching, writing, and grant administration unit.

Nevada Grantsmanship

With economic hardships and budget cuts, most of the smaller responding agencies aren't able to keep a unit that solely works to achieve grant funding; as such, agencies are doling out the tasks of researching, drafting an effective application, and administering the funds, if awarded, to an employee that has various other core service tasks to perform.

The lack of staff to research, write, and administer a grant speaks to a weakness in Nevada's agencies. While it's arguable that this deficit is par for the course in a suffering economy, the Office of Grant Management is able to offer agencies aid in the process of making the grant application process a less daunting one.

Through offering to provide grant training for staff members, to create application and administration templates for agencies to follow, and to help administer and write grants, the Office of Grant Management aspires to help make applying for and administering grants a simpler and less time consuming process.

When asked if any of these ideas might be beneficial, a good part of agencies agreed that they would be: 41.5% of agencies felt grant training for staff would be very beneficial, while 35.8% said it would be beneficial; 40% of agencies felt that a template of applicant and administration forms would be very beneficial, 38.2 said it would be beneficial; 58.1% of responding agencies said help writing grants would be very beneficial, 23.2% said it would be beneficial; and 36.5% of agencies felt that help administering awarded grants would be very beneficial, while 28.8% said it would be beneficial.

While different agencies feel that they could use help in these areas to different degrees, the Office of Grant Management should develop its programs in the areas that would benefit them.

Question 6—Do you have a grant tracking system? Is it a software product designed for grant writing and tracking? Please explain.

The better part of agencies responded that they did not have a grant tracking software; 66.1% of responding agencies said they used excel spread sheets, or various MS office programs to track grants. 33.9% said that they use grant-tracking software.

For agencies that don't currently use a grant tracking software, the Office of Grant Management could coordinate agencies to share purchased software when the rights to the material allow.

Question 7—If your agency knew of a relative grant but didn't apply for it, why didn't your agency apply?

Responding agencies said they hadn't applied for grants for varying reasons, the most popular being that they didn't have enough time to get their application in. With 76.3% of agencies admitting that they didn't have the time to prepare their application, we find a threat to their processes.

Often times, federal grant opportunities will post and will allow only a short amount of time before the application deadline. One response recommended that agencies collaborate to apply together. They explain: "Building this foundation will help the grant application process, especially with federal grants which can have short periods between the announcements and the due dates."

Cross-agency collaboration, as this responder has mentioned, can not only help agencies draft more timely applications, but can also help their chances of being awarded in situations where partner agencies are needed to qualify.

42.1% of responses said that they didn't apply for grants in which a partnering agency was required. Similarly, 71.4% of agencies said that the Office of Grant Management's participation in identifying cross-agency grant partnership opportunities would be very beneficial.

52.6% of responses said that they didn't apply because they were didn't have the staff to distribute the funds if awarded, and 50% of agencies said they didn't have the personnel to write the grant application.

21.1% of responses said the task would have taken too much time from the delivery of core services. 7.9% of responses said that they had to wait too long before the agency would actually see the funds. 5.3% didn't have the budget authority. And 2.6% of responding agencies missed the deadline.

Nevada Grantsmanship

Question 8—How can the State of Nevada Office of Grant Management best assist your agency to acquire grants?

These responses (a few of them previously mentioned) were tallied on a three to one level, with the options being “Very Beneficial,” “Beneficial,” and “Little Benefit.” These are the ways in which the agencies felt they could best use help:

<i>Forms of Assistance</i>	<i>Very Beneficial</i>	<i>Beneficial</i>	<i>Little Benefit</i>
<i>Communication of Grant Opportunities</i>	70.2	22.8	7
<i>Identify Cross-Agency Partnership Opportunities</i>	71.4	17.9	10.7
<i>Provide Grant Training for Staff</i>	41.5	35.8	22.6
<i>Invest in a Grant Management Software License</i>	37.7	30.2	32.1
<i>Create Template Application and Administration Forms</i>	40	38.2	21.8
<i>Develop Grant Support Data Resources</i>	50.9	40	9.1
<i>Help Write Grants</i>	51.8	23.2	25
<i>Help Administer Grants</i>	36.5	28.8	34.6

Question 9—How can the State of Nevada Office of Grant Management help increase the number and value of federal grants awarded to the state and its agencies? Please identify any barriers (within the State of Nevada’s purview) to the grant application process.

The answers derived from this portion of the survey are very telling; we see a few issues that are frequently agreed upon, and some that are brought up once or twice that require attention and action. These are a list of frequently mentioned and/or notable thoughts from the responding agencies:

Assistance in seeking appropriate grants for which to apply

The most popular reply of the 58 responders, many agencies feel that they could use help finding grants to apply for that are relevant to the business they conduct. A few of the responding agencies have never applied for any grants (federal or other) because they haven’t come across any that they felt would fit their needs or that they would qualify for.

To help these agencies, the Office of Grant Management is collecting more information and is meeting with agency representatives in order to better understand specific needs and suggest opportunities respectively. Ultimately, with this information collected, we’ll compile lists of grants with agencies that are interested in them so that we can send them updates as we identify them.

Assistance in identifying and coordinating partnerships among agencies

Many agencies find collaborating partnerships to be their greatest challenge in the grant application process. Often a match of funds, whether in a dollar amount or in-kind, is required to apply for a grant; because an agency might not be able to muster the match themselves or to find another agency interested in applying, viable grants are not pursued.

One agency commented that assistance is required as they’ve found that a “lack of collaboration across agencies is the greatest barrier.” Not only are partnerships often difficult to identify, but agencies aren’t always willing to cooperate for the sake of grant funding.

Nevada Grantsmanship

The Office of Grant Management sees a great opportunity in coordinating partnerships. At user-meetings, agencies will be able to split into groups and discuss needs so that they might build partnerships. The Office of Grant Management can leverage contacts so that when an agency

The issue of a lack of matching funds

Another frequently expressed issue is the lack of matching funds. Many agencies often have to pass up grants that require a match because they simply don't have the money to qualify. One agency mentioned how the current state of economic distress has affected them, "Due to budget cuts we don't not have matching funds for grants that require a match."

The weakness of the economy to bolster these agencies so that they are financially able to match funds is discouraging, but there is opportunity in the creativity of partnerships. Many grants that require a match in-kind can be applied for by agencies that have material resources or partner with agencies that do. If a grant requires an in-kind match, then applying agencies might be able to allow the use of a room for training or janitorial services to meet the monetary value they must produce.

Within the scope of SB233, the Nevada Legislature provided the parameters for the Office of Grant Management to establish an account to assist in the development of grants. The Office could explore the best practices for trust accounts to facilitate the development of a grant match account funded by private and corporate donors—this concept is utilized by Nevada's state museums.

Problems with grant timelines

Often the time line that starts from an announcement of a grant to the awarding of funds can prove troublesome to grant applicants. A couple of agencies mentioned trouble applying for federal grants in their responses, reporting that the announcement of a grant and the deadline for applications are often too close together to allow research and an application to be written. Others reported that when a notice of award is sent to the agency, they often don't have enough time to plan how the funds will be dispersed or to initiate those plans until they are already being awarded.

Other agencies confessed that the trouble lies in outside interference with the grant. Often, the 3-month timing of securing either or both Board of Examiners or Interim Finance Committee approvals interferes with the agency's ability to implement the grant during the period of award.

Lack of grant writers and the need for training of existing staff

While Nevada has experienced grant professionals and teams in key federal recipient agencies, some agencies also expressed that their greatest barrier concerning the grant application process was the lack of staff to write grants. Of those responses some said that they needed grant writers, some said that they could use assistance in drafting applications from the Office of Grant Management, and some thought that they could use training for their existing staff.

Collaboration of research into sharable databases

A couple of agencies thought that they could use help with their research processes by having access to a database with information that pertains to Nevada demographics and other standard grant application data. Making standardized forms, as well as sample grant documents available online was deemed beneficial.

SWOT Summary

2011 Grant Capacity Survey

<i>FACTORS</i>	<i>INTERNAL</i>	<i>EXTERNAL</i>
<i>POSITIVE</i>	<i>STRENGTHS</i>	<i>OPPORTUNITIES</i>
	<ul style="list-style-type: none"> • The enthusiasm of Nevada agencies to tap federal and corporate agencies as well as private foundations for grant funds that will ultimately boost Nevada's economy. • The number of experienced grant professionals within key state agencies currently receiving federal funds. • The ratio of grants applied for to grants received is high—most agencies that applied for several grants saw a reward. • Many agencies are expressing interest in collaborating with other agencies in the grant application process. 	<ul style="list-style-type: none"> • Corporate, private and community foundation funding has yet to be mastered in the State. • Leverage technology for grant seekers in the State. • Use of the internet to coordinate grant opportunities. • Use Nevada's Washington office and federal delegation to Nevada's benefit. • Use external opportunities as financial vehicles for match.
<i>NEGATIVE</i>	<i>WEAKNESSES</i>	<i>THREATS</i>
	<ul style="list-style-type: none"> • General lack of personnel to write grant applications. • Lack of personnel to administer the distribution of funds. • Overlap between time of federal Notice of Award and receipt of state approvals to administer the grant. • The lack of state funds for agencies to match grant monies. • Three of four applications submitted are successful—and, those that are awarded are funded at a ratio of less than half the amount requested. • No centralized systems for communications, frequently requested documents or training modules. 	<ul style="list-style-type: none"> • In light of the federal government's Budget Control Act of 2011, federal grant funding has been reduced, and as such agencies will have to contribute higher dollar amounts to match the grants they apply for. • Performance and reporting standards may increase by the Government Accounting Office's recommendation. • Short period between announcement of federal grants and application due dates. • Short time frames shut applicants out of the opportunity when federal grant online systems crash.

Interviews

Viewpoint: One-on-One

The 2011 Nevada Grant Capacity survey provided measurable information in a prescribed format, but it did not allow for expanded viewpoints outside of the questions asked.

To open this area, we conducted a series of one-on-one interviews with a variety of stakeholders—from state agency personnel to nonprofit executives and a cross-section of urban to rural entities. The interviews were each one hour in length and only one question was posed, “How can the Office of Grant Management help your agency?”

We learned overall Nevada is quite rich in experienced grant professionals, but the grant community as a whole is fractured or works in silos. Those grant professionals that are successful at securing federal grants work hard at it—and, it is their primary or core job function.

Communication with regional representatives of granting agencies and the federal delegation are important to pushing an application forward. An annual meeting for grant professionals would be a good platform for communication.

It is who you know. When pursuing corporate or private foundation grants, look to your agency for existing relationships. Learn who is in your corporate community.

Grant seeking has a 50-50 probability, but the 10 percent that pushes the application over is in knowing how to write for the reviewer. On highly competitive project grants strategically calculating the amount to ask for, developing a performance based budget, and creating solid evaluation measures and sustainability plans are critical to success.

Nevada Grantsmanship

Issue contracts for grant services that could be shared by state agencies for component development such as writing evaluation plans on competitive grants.

Each of Nevada's state agency grant personnel should apply to participate on a federal review panel for grants. It provides experience as to what the granting agencies are looking for in a proposal.

If an application is declined, request a debriefing or a copy of the evaluation to better understand why it failed.

A former federal agency employee stated that Nevada applicants either don't do their homework or are just greedy—they need to start with the Federal Register to research funding levels. Nevada applications are often rejected because they exceed the stated funding levels.

As budgets are becoming more constrained, understanding and utilizing in-kind matches to the fullest extent is important. The availability of a match fund would help with the cash match portion.

Communicate. People want to be asked, but value their experience and input.

Opportunities

Six opportunities for the Office of Grant Management Emerge:

From the research, survey and individual interviews six short- and long-term opportunities for the Office of Grant Management were identified. These include: (1) Communication, (2) Collaboration, (3) Training & Resource Materials, (4) Shared Professional Contracts, (5) Match Fund Development and (6) Streamlined State Approval Procedures.

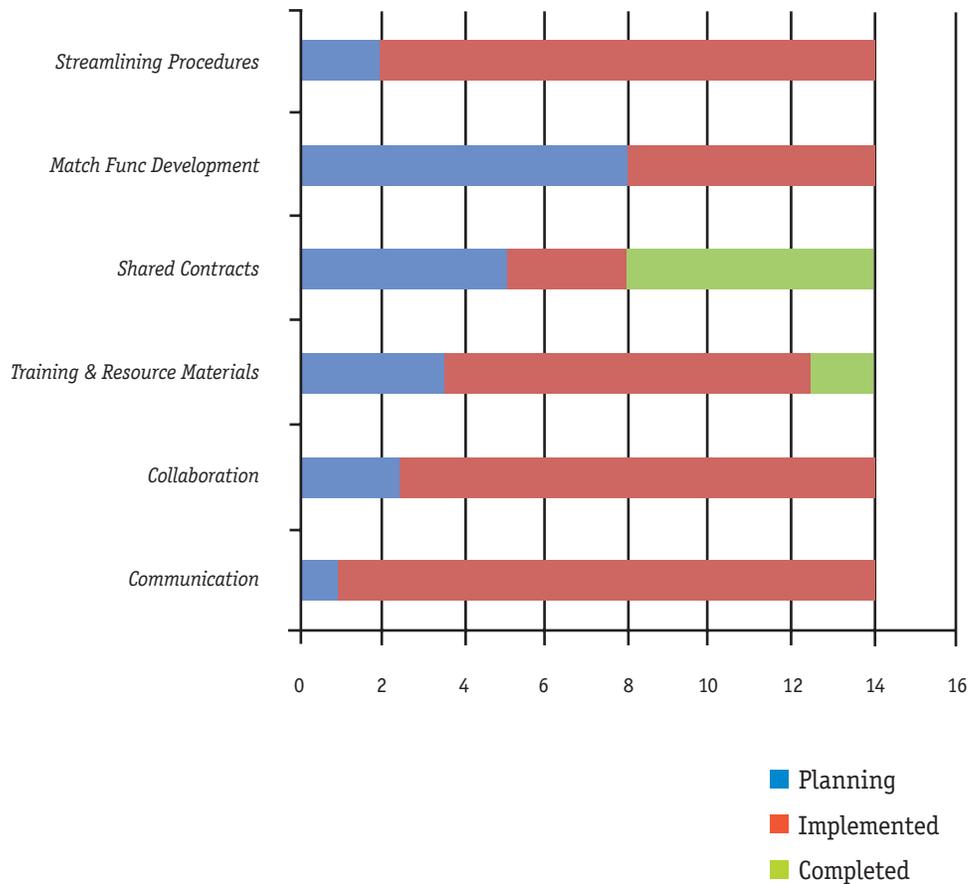
To reposition Nevada in the per capita rankings for federal grant funding—the state can leverage its clearly willing, but few experienced grant professional assets by addressing deficits in program resources.

The box below summarizes the opportunities and categorizes related activities suggested in the survey and subsequent interviews. The following table represents a timeline for implementation of the opportunities.

Nevada Grantsmanship

<i>Summary of Opportunities</i>	
<p>1. Communication</p> <ol style="list-style-type: none"> 1. Develop a grant user-group to foster networking, awareness of grant opportunities and forwarding of industry news. 2. Host annual grant conference to facilitate communications, training and recognize outstanding performance. 3. Establish web presence to post relevant information. 4. Update federal delegation and legislature of activities. 	<p>2. Collaboration</p> <ol style="list-style-type: none"> 1. Identify and develop cross-agency and external partnership opportunities. 2. Review Single Point of Contact (SPOC) submissions for optimum stakeholder involvement. 3. Provide inter-agency peer application review forums.
<p>3. Training & Resource Materials</p> <ol style="list-style-type: none"> 1. Develop training materials and post online. 2. Provide “Grant Bootcamp” workshops 3. Consolidate grant application resource materials online. 	<p>4. Shared Professional Contracts</p> <ol style="list-style-type: none"> 1. Bid and secure contracts for multi-agency use. <ol style="list-style-type: none"> i. Grant Writer ii. Evaluation Writer 2. Research, bid and secure contract for a shared grant tracking program.
<p>5. Match Fund Development</p> <ol style="list-style-type: none"> 1. Research best practices for matching fund development. 2. Establish fund in accordance with state guidelines. 	<p>6. Identifying Barriers and Streamlining Procedures</p> <ol style="list-style-type: none"> 1. Reduce time between state approvals and implementation

Timeline of Opportunity Development and Implementation



With the establishment of the Office of Grant Procurement, Administration and Management, change started. As part of this study, outreach and communication efforts naturally developed. We have engaged the state’s Certified Public Manager (CPM) Program’s current class to address a communications plan for the unit.

When the Department of Administration’s new website is launched the unit will have a presence and portal to upload training and resource materials. Many of these opportunities are ongoing and interconnected—and, will continue over many months just as the quality improvement processes are designed.

Resources

Data Sources

The federal grant data in this report is provided by the Federal Funds Information for States, USASpending.gov and the U.S. Census Bureau. This includes grants received by State agencies as well as federal grants received directly by local governments, non-profit organizations, and universities. This also includes data on all federal funds, grants being one of five categories.

Federal Funds Information for the States (FFIS) monitors 210 grant-in-aid programs which account for nearly 95 percent of all the money states receive from the federal government. Many of these programs would fall subject to sequestration under the Budget Control Act of 2011. Assuming a \$1.2 trillion sequester, the Nevada stands to lose upwards of 12 percent funding to covered programs. A list of the FFIS-monitored grants is included in the appendix.

The future of USASpending.gov is uncertain as the federal budget (approved in April 2011 for the remainder of the federal fiscal year) included cuts to their budget. In January 2012, the Census Bureau posted a notice to its website announcing the termination of the Federal Financial Statistics program, which includes the Consolidated Federal Funds Report (CFFR) and the Federal Aid to States Report (FAS). The CFFR and FAS released in September 2011 are the final data publications.

Supplemental Nevada data was obtained through Brookings Institute, Moody's Analytics, the SAGE Commission and legislative testimony.

Interviewees

Frank Woodbeck	Department of Employment, Training & Rehabilitation
Suzanne Kilgore	Nevada Taxpayers Association
Kesha Osley	Roseman University
LiHan Chan	Nevada Institute for Renewable Energy Commercialization
Shelley Hartmann	Mineral County Economic Development Authority
Audrey Allen	Rural Nevada Development Corporation
Irene Bustamante-Adams	Nevada Legislature
Jaime Cruz	Workforce Connections
Eric Brenner	State of Maryland, Grants Office
Bette Hartnett	Nevada Department of Education
Peter Barton	Nevada Department of Cultural Affairs
Chris Magenheimer	North Lake Tahoe Fire District
Richard Urey	Office of Congresswoman Shelley Berkeley
Bill Sims	Nevada Small Business Development Center
Jim Endres	McDonald Carano Wilson
Richard Wiggins	Office of Energy

Survey Respondents

ACCEPT

Administrative Services Division
Advocates to End Domestic Violence
Aging and Disability Services Division
Alliance for Nevada Nonprofits
Atomic Testing Museum
BrightPath Adult Enrichment Center
City of Winnemucca
DCFS - Children's Mental Health
DCNR Director's Office
Department of Administration
Department of Education
Department of Employment, Training and Rehabilitation
Desert Regional Center
DHHS: Division of Welfare & Supportive Services
Division of Child and Family Services
Division of Health Care Financing and Policy
Division of Internal Audits
Division of Measurement Standards
Division of State Lands
Elko County Economic Diversification Authority
Elko Senior Activity Programs, Inc.
Enterprise IT
Governor's Office of Economic Development

Health Division

Humboldt County School District
Humboldt Development Authority
Lyon County School District
Manufactured Housing Division
Mineral County Economic Development Authority
Nevada's Center for Entrepreneurship and Technology
Nevada Attorney General's Office
Nevada Blind Children's Foundation
Nevada Department of Corrections
Nevada Division of State Lands
Nevada Division of Water Resources
Nevada Housing Division
Nevada Natural Heritage Program
Nevada Public Health Foundation
Nevada State Library and Archives
Nevada State Office of Energy
NextStep Ministries
Office of Traffic Safety (OTS)
Research Planning Grants
Secretary of State
State Emergency Response Commission
State of Nevada Public Utilities Commission
Substance Abuse Prevention and Treatment Agency
The Myron Heaton Chorale Las Vegas, Inc
University of Nevada Las Vegas - The Lincy Institute

Glossary

This study examines the federal domestic assistance awarded to Nevada. The term “grant” has been loosely applied throughout the document. It refers to the transfer of money, property, services, or anything of value—with the principle purpose of accomplishing a public purpose of support or stimulation as authorized by federal statute. Below are definitions for various types of federal grants.

Block Grant

A type of mandatory grant where the recipient (a state) has substantial authority over the type of activities to support, with minimal federal restrictions.

Categorical Grant

A type of discretionary grant that has a specifically defined purpose.

Close-ended Grant

A type of mandatory grant where the award imposes an upper limit on the amount of funds the federal government will pay for program activities.

Cooperative Agreement

Federal assistance, distinguished from grants based upon the level of federal involvement. If the government is substantially involved in the programmatic work under the award, the assistance arrangement is a cooperative agreement.

Nevada Grantsmanship

Cost Share

Also known as cost participation or match, costs that the state will contribute to a proposed project. The share could be in the form of cash, supplies, in-kind services. Not all projects require a match.

Discretionary Grant

Also known as a categorical or project grant. It permits the federal government, according to specific authorizing legislation, to exercise judgment in selecting an assistance recipient through a competitive grant process. The government can put conditions on the grant and determine the amount of funding.

Formula Grant

See Mandatory Grant.

Grant

Federal assistance, in the form of money or property, authorized by federal law to support programs which the government wishes to encourage.

Mandatory Grant

A grant that a federal agency is required to award if the recipient meets the qualifying conditions. It is also known as an entitlement grant because, upon meeting qualifications, the recipient has an enforceable right to receive the assistance. It is sometimes called a formula grant, because the amount of the grant is usually determined by a formula prescribed by law or an agency regulation.

Medicaid

Medicaid and Medicare sound similar, but are very different health care programs. Medicare is a federally governed program for people age 65 and older, while Medicaid is a state governed program addressing the needs of qualifying low income individuals. Each state has different program and eligibility guidelines.

The federal government uses state per capita personal income to calculate each state's reimbursement rate for Medicaid and other grant programs such as Title IV-E adoption assistance and foster care. This matching rate, calculated annually, is known as the Federal Medical Assistance Percentage (FMAP). While total Medicaid spending is on the rise, a state could experience different levels of federal spending based on changes to its match rate.

Open-ended Entitlement

A special grant that departs from normally applicable appropriations law because the recipient (a state) spends the money first, and the federal government is then obligated to reimburse the federal share as calculated under the statutory formula.

Per Capita

By or for each individual person.

Project Grant

A type of discretionary grant for a specific project that has been proposed and approved for assistance.