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DEPARTMENT OF ADMINISTRATION

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STRATEGIC PLAN
OFFICE OF GRANT PROCUREMENT, COORDINATION, AND MANAGEMENT
FISCAL YEARS 2013-2015

PRIORITIES AND PERFORMANCE BASED BUDGETING:

Governor's Priority: Efficient and responsible state government
Core Function: State Support Services
Objective: Safeguarding of Funds – Safeguard and manage public funds
Benchmark: Federal Funding – Percent of federal tax dollars paid by Nevadans that are returned to Nevada

VISION:

Nevada will be successfully positioned among western states in grants, and an innovative leader in grants management strategies

MISSION:

The purpose of the Grants Office is to increase the value of grant funds to serve Nevadans

PHILOSOPHY:

We believe that Nevada's best days are yet to come. We will make a positive contribution for Nevadans through creative, collaborative, transparent, and ethical hard work.

SITUATIONAL ANALYSIS:

See the *Nevada Grantsmanship: Benchmark Study*, February 2012 for full analysis and the quantitative results of the 2011 Nevada Grant Capacity Survey.

Main barriers to getting more grants into Nevada

Issues the Grants Office can influence:

1. For state agencies, bureaucracy and hurdles to being able to receive and spend grant funds. This causes state agencies to be out of compliance in meeting early grant milestones before they can start spending funds
2. Lack of awareness of funding opportunities
3. Lack of cash for match
4. Lack of time and grant writers to write applications/proposals
5. Lack of time and staff to manage grants
6. Lack of confidence that applications/proposals will be successful
7. Lack of established partnerships for collaboration
8. Lack of software for consistently and easily reporting

Issues the Grants Office cannot impact:

9. Less federal and foundation grant money being awarded nationally
10. Tighter federal reporting and transparency requirements for awarded grants
11. Additional sovereign nation approvals/reporting requirements for tribes
12. Needs for which few if any grants are offered

GOALS, STRATEGIES, OBJECTIVES AND PERFORMANCE MEASURES:**Goal 1**

Simplify state grant processes to remove hurdles to receiving and spending grant funds

Strategies 1.1 Research, review and interpret existing grant administration processes to identify hurdles to receiving and spending grant funds

Objective 1.1.1 Draft and submit bill draft requests as appropriate

Performance Measure 1.1 Identification of statutory hurdles

Performance Measure 1.2 Successful advocacy of legislation for change

Strategy 1.2 Research, write, and submit a change to the State Administrative Manual to simplify state grant processes to remove hurdles to receiving and spending grant funds

Objective 1.2 Review and recommend updates to the State Administrative Manual annually, with the first recommendation made by September 30, 2012

Performance Measure 1.2 State Administrative Manual changed by Board of Examiners?

Strategy 1.3 Implement an electronic Single Point of Contact system for grants tracking that disseminates grant application and award information to the receiving agency fiscal staff, the Grants Office, the appropriate Budget Division analyst, and the Legislative Counsel Bureau Fiscal Division

Objective 1.3 Implement an electronic Single Point of Contact system for grants tracking by July 2014

Performance Measure 1.3.1 Number of grant applications and awards reported to Grant Office

Performance Measure 1.3.2 Average length of time between state agencies' receipt of award letter and state authorization to spend funds

Goal 2

Increase awareness and collaboration of funding opportunities by implementing a grant marketing and awareness program within Nevada

Strategy 2.1 Implement a grant website strategy that comes out of the grant marketing awareness program, including publicizing successful grant applications

Objective 2.1 Grant website implemented by September 30, 2012

Performance Measure 2.1 Number of hits to grant website

Strategy 2.2 Implement an electronic method to disseminate grant opportunities focused on the needs of individual programs

Objective 2.2 Implement a method to disseminate individualized grant opportunities by July 2014

Performance Measure 2.2 Percent of respondents indicating they learned of appropriate grant opportunities through the Grant Office

Strategy 2.3 Implement an electronic Single Point of Contact system for grants tracking that disseminates grant application and award information to the receiving agency fiscal staff, the Grants Office, the appropriate Budget Division analyst, and the Legislative Counsel Bureau Fiscal Division. Track match.

Objective 2.3 Implement an electronic Single Point of Contact system for tracking by July 2014

Performance Measure 2.3.1 Number of grant applications reported to Grant Office

Performance Measure 2.3.2 Number of grant awards reported to Grant Office

Performance Measure 2.3.3 Average length of time between state agencies' receipt of award letter and state authorization to spend funds

Strategy 2.4 Facilitate a network of grant users, bringing federal and granting agencies and private foundations together with potential grant applicants

Objective 2.4.1 Identify a grants single point of contact at each state agency by August 2012

Objective 2.4.2 Identify Nevada-based federal granting agency representatives by April 2012

Objective 2.4.3 Construct a list of private and corporate foundations that would be good matches for Nevada entities by August 2012, and maintain the list

Objective 2.4.4 Organize quarterly grant-user meetings, with two workshops held by December 1, 2012—(2-day grant writing class, 4-hour user group meeting)

Performance Measure 2.4.1 Number of grant applications reported to Grant Office

Performance Measure 2.4.2 Total value of grant applications reported to Grant Office

Performance Measure 2.4.3 Percent of respondents indicating they learned of appropriate grant opportunities through the Grant Office

Performance Measure 2.4.4 Percent of grant applications reported to Grant Office that result in awards

Strategy 2.5 Increase the length of time Nevada applicants have to prepare grant applications by obtaining advance notice of grant availability through Nevada's congressional delegation staff and other sources

Objective 2.5.1 Establish and maintain a grant contact in each delegation member's staff and preferred method of communication for each; establish first contact list by May 2012

Objective 2.5.2 Provide each contact a current list of priority grant needs by May 2012

Performance Measure 2.5 Percent of grants identified by Grants Office before the official announcement

Goal 3

Increase funds available for cash match

Strategy 3.1 Research best practices in establishing match funds

Objective 3.1 Prepare a draft white paper with a proposal and submit to the Director of Department of Administration by August 2012 with a final report in December 2012

Strategy 3.2 Identify potential revenue sources for match funds

Objective 3.2 Include potential revenue sources in white paper by December 2012

Strategy 3.3 Mount a campaign and solicit or direct funds to a match account

Objective 3.3 Raise \$125 million in match funds by 2017

Performance Measure 3 Amount of match funds secured

Goal 4

Increase resources to write and manage grants

Strategy 4.1 Develop an inter-agency technical assistance grant coop for agencies to help each other write grants and trouble shoot grant management issues

Strategy 4.2 Procure a Master Service Agreement for grant writing, especially for the evaluation module

Strategy 4.3 Develop internship program for grant writers

Strategy 4.4 Develop online training and tool kit for grant writing and management

Performance Measure 4.1 Number of grants submitted with help from Grants Office or Grants Office program

Performance Measure 4.2 Total value of grant applications reported to Grant Office