

2018 Annual Report



Red Rock Canyon, Nevada

Nevada Advisory Council on Federal Assistance

2018 Annual Report

by the Nevada Advisory Council on Federal Assistance

to **Governor Sisolak** and

the **Legislative Commission**

in compliance with NRS 358.030

The Nevada Advisory Council on Federal Assistance (NACFA) was created by the 2015 Nevada State Legislature for the purpose of advising and assisting state and local agencies with respect to obtaining and maximizing federal assistance. The Council is supported by the Office of Grant Procurement, Coordination and Management in the Department of Administration (State Grant Office)

To the Honorable Governor Sisolak and the Legislative Commission:

I am pleased to submit the 2018 annual report on behalf of the Nevada Advisory Council on Federal Assistance (NACFA). This work highlights our activity over the past year, provides an update on actions taken on recommendations from previous annual reports, and makes recommendations for the future, including several for your consideration during the 2019 Legislative Session.

In the past several years you and your colleagues have initiated the critical work needed to ensure Nevada receives its equitable share of federal grant receipts. Continuing to improve Nevada's share of federal grants will have many important and significant benefits that policymakers and everyday Nevadans want, including:

- Enhancing programs, projects, and services in the areas of health care, transportation, income security, education, job training, social services, community development, education, economic development, and environmental preservation;
- Significantly expanding Nevada's revenue without adding tax burden to its residents and businesses; and
- Stimulating Nevada's economy by locally spending tens of millions of dollars in federal tax dollars (returned to Nevada through federal grants), that will otherwise be spent in the other 49 states, including Washington D.C. and other US territories.

The Council held quarterly public meetings, heard presentations from state agencies, local governments and community partners, and conducted several surveys to discuss methods and models to obtain and maximize federal grant funds in Nevada. Based on this information, the Council has developed 7 suggested recommendations for consideration during the 2019 Legislative Session:

1. Create and fund a pilot program that provides match funding for bona fide grant opportunities.
2. Streamline review and authorization process for grant approval and work plans by Executive Branch and Interim Finance Committee.
3. Eliminate budgetary disincentives – particularly, Section 7 of the Authorized Expenditures Act – that discourage State Agencies from pursuing federal grants.
4. Continue to support the budget enhancement for the state-wide grant management system initial approved in the 2017 legislative session.
5. Expand technical assistance, training, capacity building and coordination related to federal grants.
6. Standardize Nevada’s many policies and procedures related to grant management.
7. Ensure every Nevadan is counted in the 2020 Census.

In addition to these specific recommendations, the Council urges policymakers to find opportunities to address: equitable distribution of grant funds and State Grant Office’s services statewide; adequate staffing and resources in the State Grant Office as well as grant units within State agencies; and allocating resources that can be used to significantly increase coordination and communication among state government, local government, non-profit and community organizations.

Sincerely,

John Ritter

Chairman, Advisory Council on
Federal Assistance

Members:

Jim Wells, Governor’s Finance Office (previous member)
Kathi Thomas-Gibson, Vice-Chairman, City of Las Vegas
Assemblywoman Ellen Spiegel
John Ritter, Chairman, Focus Property Group
Senator David Parks
Paul Nicks, Governor’s Finance Office
Zanny Marsh, American Red Cross of Northern Nevada
Connie Lucido, State Grant Office
Wayne Howle, Sr. Deputy Attorney General

Update of 2017 Recommendations

Per the 2017 Annual Report, NACFA provided updates regarding the 5 recommendations provided in the 2016 Annual Report. These recommendations are numbered below followed by 2018 outcomes and updates for each recommendation:

1. Establish a statewide grants management system; fund the establishment thereof.

- A budget enhancement was approved during the 79th Session
- The request for proposal was completed in July 2017
- The intent to award to eCivis, Inc. was posted in September 2017
- As of December 2018, the contract to award is on hold due to a Streamlink appeal. The Purchasing Division has requested a Judicial Review in District Court and is requesting judicial approval to execute a contract in lieu of the outcome (NRS 333.370 (8)).

2. Streamline review and authorization process for grant work plans by Interim Finance Committee.

- AB81 was introduced by the Grant Office
- Discovered provisional acceptance could occur as matter of established policy
- The State Grant Office solicited departments and agencies for a grant opportunity/application that could be used by the Governor's Finance Office and the Legislative Fiscal Unit to 'pilot' a potential solution for 'Provisional Approval'
- At the time of this report a viable opportunity has not been presented by a department or agency for 'pilot' consideration

3. Eliminate budgetary disincentives that discourage State Agencies from pursuing federal grants.

- Not resolved during the 79th Session

4. Create a pilot program to provide match funding and other needed support; fund the creation thereof.

- Not resolved during the 79th Session

5. Remove limitations in the State Grants Office statute to allow for more flexibility and positive impact in its service to the State.

- AB97 was introduced by Assemblywoman Bustamante-Adams and Assemblyman Anderson
- Limiting language related to employee numbers and classification as well as prioritizing language was removed

Council 2019 Recommendations

1. *Create and fund a pilot program that provides match funding for bona fide grant opportunities.*

Federal grants often require recipient states to share in the cost of delivering a program or project by contributing cash and/or in-kind contributions. So-called match funding is typically a small share of the total grant award (often ranging between 10% and 50%), which means the state receives a high return on investment for its match.

Nevada agencies, unfortunately, are sometimes unable to meet their match obligations due to limited, tight budgets, which means they must pass up valuable federal grant opportunities. To avoid this, the Governor and Legislature should create a set aside fund and pilot a program during the 2019-20 biennium that provides state agencies with incremental funding that they can use to meet explicit grant match requirements and secure bona fide high-value federal grants.

Based on input from Nevada grant professionals, the program should:

- Provide a clear, streamline, and timely process for state agencies to apply for match funding for a specific grant, and receive a prompt decision (note: federal grant application periods are often very short, so the state's process will need to be expedient in order to make an improvement);
- The program should prioritize grants that/when:
 - Add services to constituents;
 - Align with documented state/agency priorities;
 - Address the needs of underserved or frontier communities;
 - Help agency build capacity for future grant opportunities; and/or,
 - Agency is able to sustain the grant in the future (e.g. build match into next biennial budget);
- The fund should be used only when other match funding options are unavailable or impractical (i.e. a fund of last resort);
- If possible, allow local governments and nonprofits to use the program and fund.

If the program is successful it should be made permanent by the 2021 Legislature. Fortunately, the State's return on investment will be easily measurable by comparing the total amount of incremental funding spent to the federal grant funding received as a result.

Action(s) required for implementation: 1) funding appropriation; and, 2) legislation to create the program.

2. Streamline review and authorization process for grant approval and work plans by Executive Branch and Interim Finance Committee.

Nevada law requires a state agency to have prior approval from the Interim Finance Committee (IFC) to accept a federal grant unless: a) the Governor has declared the grant a matter of emergency (resulting in automatic approval); b) the Governor has declared the grant requires expeditious action (providing IFC 15 days to review it); or, c) the grant is for less than \$150,000, the current statutory limit. The vast majority of federal grants do not meet any of these exemptions so must go through the standard process for approval:

- 1) Once a state agency receives a Notice of Grant Award for a grant application they submitted to a federal agency, staff prepares a request and accompanying workplan for review and approval by agency leadership;

- 2) At least 6 – 8 weeks prior to an IFC meeting, submit the request and accompanying workplan to Governor’s Finance Office (GFO) for review and approval; and
- 3) At least 45 days prior to an IFC meeting, submit the request and accompanying workplan to IFC staff via the GFO.

Because the IFC typically meets only 5 to 6 times per year, it takes at minimum 45 days – plus processing time at the agency and GOF – for a grant approval to be fully processed. However, it often takes much longer because an agency receives a Notice of Grant Awards after GOF and IFC’s cutoff deadlines (45 days and 6-8 weeks in advance of a meeting) and must wait for the following IFC meeting, stretching the processing timeline to 105-125 days.

This long and often unpredictable timeline hinders agencies’ ability to swiftly and successfully implement grants. In fact, agencies often cite it as a leading reason they do not even apply for certain grants, and when they do receive a grant they struggle to spend all the awarded funds (and must instead return money to the federal government). The delay is particularly harmful for grants lasting one year or less.

Nevada must streamline and shorten the review and approval (or denial) process for accepting a federal grant and related agency workplan, or it will continue to unnecessarily forgo valuable grant opportunities and be forced to return unused grant dollars to the feds. The updated process should maintain checks and balances needed for management and oversight and adhere to the federal government’s tight grant timelines and expectations.

Based on input from Nevada grant professionals, opportunities for improvement include:

- **Opportunity 1A** – streamline the existing process by:
 - Standardizing the materials requested and their format (possibly by using more templates) for submission to GFO and IFC;
 - Provide more time for agencies to submit materials by moving deadlines from 60 and 45 days in advance of IFC meetings to no more than 30 days;

AND

- **Opportunity 1B** – synchronize the state approval process with federal grant award process by:
 - Creating a ‘provisional approval’ option for agencies to initiate with GOF and IFC at the same time they submit a grant application to the feds so that if/when feds award the grant GOF and IFC will have already reviewed and approved (or denied) and the agency can immediately begin working; and,
 - Modifying GOF’s and IFC’s backup materials requirements to be identical or substantially similar to federal grant application materials; and,
 - Creating administrative or legislative action to allow more new grant awards to be included in 15-day expedited process.

OR

- **Opportunity 2** – Fundamentally review and update the state’s process for approval and management of federal grants and related workplans to align it with the federal government’s contemporary process for accepting, awarding, and managing federal grants. This would include agencies working with Executive and Legislative leadership to systematically review and improve every step in the process, balancing the needs for planning, oversight, accountability, responsiveness and rapid turnaround.

Action(s) required for implementation: 1) administrative modifications by GOF and IFC to the federal grant and related workplan approval process; and, if needed, 2) legislation to create the provisional approval process (or other comparable remedy), and make the administrative improvements permanent.

3. *Eliminate budgetary disincentives – particularly, Section 7 of the Authorized Expenditures Act – that discourage State Agencies from pursuing federal grants.*

The biennial Authorized Expenditures Act, which grants authority for State agencies to collect and expend monies from the General Fund and other sources, provides, in Section 7, that an agency’s General Fund appropriation must be decreased to the extent that other sources, such as federal grants, is increased during a biennium. For example, if an agency secures a new federal grant (i.e. one that was not included in the agency’s biennial budget) worth \$100,000 then its General Fund appropriation will be reduced by \$100,000.

In effect, this means that securing new grant funding has no positive net benefit for an agency’s budget, and actually costs the agency through expenditure of precious staff time. And the harm to agencies does not stop there – when the grant funding runs out the agency must submit a budget enhancement request to obtain just to get back to its pre-grant funding level.

These outcomes serve as a powerful disincentive for an agency to secure new grant funding. Indeed, agency staff and leadership very often cite the loss of General Fund revenue as a major reason for not applying for federal grants.

The Legislature should modify Section 7 of the Authorized Expenditures Act to encourage agencies to secure new federal grant funding by allowing agencies to maintain their previously authorized General Fund appropriation and new grant funding. Or at the very least, exempting new federal grant dollars from the mandate of a General Fund reduction.

Special Note:

Most federal grants prohibit the use of grant funds to supplant state and local funds, which is to say that grant dollars are intended to augment state spending on programs and projects not reduce it. As such, it is critically important that Nevada modifies its current practice so as to ensure it is not running afoul of federal grant’s legal requirements and exposing the state to penalties and litigation.

Action(s) required for implementation: modification by the Legislature of the boilerplate language in Section 7 of the Authorized Expenditures Act to eliminate this pervasive disincentive.

New Recommendations

4. *Continue to Support the Budget Enhancement for the Statewide Grant Management System Initially Approved in the 2017 Legislative Session.*

The 2017-18 Biennial Budget included approximately \$415,000 for implementation of a statewide grants management system. Unfortunately, implementation of this system has repeatedly been delayed due to a procurement dispute. The Governor and Legislature should ensure funding for this critical system is included in the 2019-20 Biennium budget.

A statewide grants management system will allow users – across state and local governments and nonprofits – to identify grant opportunities, coordinate with each other to submit grants, and track and report grant funding and grant funded programs. Additionally, this system will allow for a greater data collection regarding grants in Nevada (i.e., geographical distribution, amount, type etc.). The system is critical to understanding what grants Nevada is applying for, receiving, and effectively maximizing. The State does not currently have such a system. Funding and implementing a statewide grants management system was a top recommendation of this Council in 2017, and very much remains one now.

Action(s) required for implementation: funding appropriation.

5. **Expand Technical Assistance, Training, Capacity Building and Coordination Related to Federal Grants**

Effectively identifying, applying for, managing, and renewing federal grants is complicated, time-intensive work. And increasingly grants work requires extensive coordination between state agencies and local government and nonprofit partners. Fortunately, Nevada made a good investment in 2011 when it created the Nevada State Grants Office (and in 2017 when it expanded the office) to aid state agencies with grant coordination and support, and provide them training and technical assistance. Indeed, in fiscal years 2015 and 2016 alone, the Grants Office assisted with 113 grants that resulted in approximately \$131 million in awarded dollars, a return of \$219 in grant revenue for every \$1 dollar invested in the Office's salaries. The state also has many talented, hard-working grant professionals in its various agencies.

Nevada should expand its investment in the Grants Office by adding a few additional staff positions, more intrastate travel and training funds, as well as information technology enhancements so that it can provide more training and assistance services face-to-face throughout the state and increase its digital resources to liaison with state agencies, as well as local governments and nonprofit organizations. The Grants Office should be tasked with providing the sort of training and assistance suggested in the appendix of this report, which are recommendations and requests from Nevada's diverse grant professional community.

Additionally, Nevada should look into and possibly add grants staff positions to agencies, or create grants professionals that can rove, to ensure they have adequate staffing available to apply for and handle grants for the state.

Action(s) required for implementation: 1) funding enhancements to Nevada State Grants Office Budget; and possibly, 2) funding enhancements to other state agencies.

6. Standardize Nevada’s Many Policies and Procedures Related to Federal Grants.

During the past decades Nevada’s various agencies and legislative committees have amassed many, many policies and procedure that address virtually every aspect of federal grants. According to Nevada’s grants professionals, the web of policies and procedures is overly burdensome, bureaucratic, and often contradictory.

The Nevada State Grants Office and the interagency grant professionals working group has convened and addressed standardized policies affecting grant management. This council is recommending the same standardization in procedures of grant management. Leadership of the Executive and Legislative branches should work collaboratively with them to evaluate and implement proposed standardizations (modifying them as appropriate).

Action(s) required for implementation: 1) Nevada State Grants Office to assemble a list of proposed standardizations; and, 2) Executive and Legislative Leadership and Staff to make administrative changes to implement agreed upon standardizations.

7. Ensure Every Nevadan is Counted in the 2020 Census.

The results of the Decennial Census are directly used to guide the distribution of hundreds of billions of dollars (over \$600 billion annually in the 16 largest programs alone) of federal grant funds to states, counties, cities, and households. As such, it is vitally important that all Nevadans are counted so that they receive the benefits of federal grant funding they are entitled to, including for education, community development, and highway funds.

Notably, Decennial Census data is also the starting point for both congressional apportionment - how many seats a state has in the U.S. House of Representatives - and for redistricting - the redrawing of all types of political boundaries to account for changes in population – making a complete count particularly important for Nevada and the Country.

Because of its importance to equitable funding and representation, state and community leaders often take a proactive role in making the Decennial Census a success in their state. Specifically, states can provide funding for outreach campaigns and create complete count committees or commissions. Together these strategies help ensure the all citizens, including hard to reach populations such racial and ethnic minorities, the poor, young children, and college students are counted.

Action(s) required for implementation: 1) funding appropriation; and, 2) legislation or Executive Order to create the “Nevada 2020 Census Complete Count Committee”.

Council 2018 Activities

The NACFA held four quarterly regular meetings, one special meeting, and two subcommittee in 2018. To increase the number of voices heard by the Council, each meeting was assigned a grant-related opportunity area and heard presentations from state and local agencies; nonprofits; and community organizations. The presenters shared specific barriers and potential solutions for the Council to consider while determining their 2019 recommendations. To increase the breadth of information for the Council to consider, the State Grant Office solicited stakeholders for correspondence related to the opportunity

area to be shared at each meeting and provided results of topic-specific surveys completed by Nevada stakeholders.

1. Priority: Capacity Building

- February 28, 2018
- Presentations: Federal Grants' Impact on Agency Staffing and Social Capital; Capacity Building in the Rurals; National Service Family and Grant Capacity in Nevada.
- Topics discussed: policies to influence capacity building, statewide need for partner development, staffing, and training

2. Priority: Sustainability

- May 2, 2018
- Presentations: Planning For and Funding Sustainability; Influences on Sustainability.
- Topics discussed: state policies impacting grant program sustainability, programs closed due to lack of funding, and examples of state funds used to backfill unfunded Federal grant programs

3. Priority: Match/Grant Work Programs

- September 12, 2018
- Presentations: Summary of Recommendations from the Special Projects Sub-committee,
- Topics discussed: update on if/how availability of matching fund is impacting grant eligibility in Nevada, update on Grant Office's efforts to identify a test-case to pilot provisional acceptance under current policy

This priority area was included in previous legislative session recommendations, as a result, the Chairman called a special meeting that took place June 13, 2018 to create a Special Projects Sub-committee. The Sub-committee was assigned to conduct round-table discussion to bring additional recommendations back to the larger Council meeting in September 2018. These invitees included representatives from state and local government, non-profit, and community partners from both the executive and legislative branches.

Special Projects Sub-Committee – Speedy Work Programs

- 8/14/2018
- Round-table Discussion: streamline existing process without new processes, synchronize the beginning of the state process, and update and align with contemporary processes.

Special Projects Sub-Committee – Match Funding

- 8/22/2018
- Round-table Discussion: creation of flexible funding account, criterion suggestions for special funding, creation of database or repository to track grants that have match funding requirements.

A summary of information and recommendations gained from participating members was provided by the Sub-Committee to the larger Council for the September 12, 2018 meeting.

4. Priority: 2019 Recommendations

- November 7, 2018
- Topics discussed: Council voted on 7 Recommendations for the 2019 Legislative Session to consider.

Through-out the course of this last year the Council was provided with many potential recommendations for grant procurement and management. This information was received in several formats (i.e., direct testimony, survey, presentations etc.). The Nevada Grant Office collected in this information in the following appendices A-E and are broken out by which level of jurisdiction would have the ability to affect change.

Appendix A: Other Recommendations – Council

Ref	Opportunity Area	Recommendation	Source	Support
1	Data	Review a list of all grants Nevada receives (formula and competitive).	11/1/17 Council Meeting	Ritter: during Levine presentation
2	Data	Understand how formula grants are calculated.	11/1/17 Council Meeting	Gibson: during Levine presentation
3	Funding	Continue to address budget disincentives.	11/1/17 Council Meeting	Gibson: requested to maintain this unresolved item from last session
4	Match	Continue to address match issues.	11/1/17 Council Meeting	Gibson: requested to maintain this unresolved item from last session
5	Policy	Continue to address work program timelines.	11/1/17 Council Meeting	Gibson: requested to maintain this unresolved item from last session

Appendix B: Other Recommendations - Federal

Ref	Opportunity Area	Recommendation	Source	Support
6	Federal	Accountability	Reduce requirements for accountability if an organization has an established positive record of service.	Survey
7	Federal	Accountability	Eliminate audit requirement.	Survey
8	Federal	Accountability	Reduce executive leadership-level approvals/assurances of grant applications.	Survey
9	Federal	Capacity Building	Provide greater support for states with rural communities with limited ability to access resources that are more readily available for smaller states with less travel between population centers.	Survey
10	Federal	Capacity Building	Reduce the amount of time required to manage and administer federal grant funds.	Survey
11	Federal	Compliance	Create flexible, low- or no-cost solutions for required site visits.	Survey
12	Federal	Cost Principles	Allow higher indirect costs and higher administrative costs.	Survey

13	Federal	Cost Principles	Reduce administrative burden by allowing a flat project delivery fee instead of indirect costs and specific administrative costs.	
14	Federal	Cost Principles	Raise the threshold for requiring bids for purchases. Currently OMB states purchases over \$3,500 must go out to bid. It is very cumbersome to do get bids for items such as books or classroom instructional kits and delays us purchasing items for students. It would be helpful if this could be raised to a higher level such as \$25,000 or \$50,000.	Survey
15	Federal	Cost Principles	Eliminate "use it or lose it" concept.	Survey
16	Federal	Cost Principles	Eliminate federal agency- or grant-specific caps on indirect rates so that grant recipients can use their federally approved rates on all grants.	Survey
17	Federal	Data	Consolidate and standardize all reporting and reporting systems.	Survey
18	Federal	Data	Require all federal agencies to use the same grants management system, forms, and conditions.	Survey
19	Federal	Data	Update and provide transparency into formulas used for all federal grant funding to ensure Nevada is getting its fair share of federal assistance.	Survey
20	Federal	Eligibility	Allow agencies who have been deemed high risk due to a lack of prior federal direct funding to be a primary recipient.	Survey
21	Federal	Eligibility	Remove HUD eligibility requirements for funding and allow for alternative local measurement of low to moderate low income guidelines. Not all nonprofits complete individual household verification when serving large groups in specific location areas to efficiently, affordably serve with a larger impact outcome.	Survey
22	Federal	Eligibility	Waive the 501(c)3 requirement for non-profit applicants perhaps in lieu of other financial documentation (e.g., a 3-year track record and financial statements).	Survey
23	Federal	Eligibility	Expand grant award applicant eligibility to include for-profit businesses.	Survey
24	Federal	Funding	Create funding solutions for states like Nevada with such a large geographic	Survey

			area, many sparse population centers, and limited revenue for matching funds.	
25	Federal	Funding	Fund start-up grants that do not require cost sharing.	Survey
26	Federal	Funding	Create and fund opportunities for small agencies/organizations to better compete.	Survey
27	Federal	Funding	Increase the amount of time from grant announcement to due date of application.	Survey
28	Federal	Funding	Simplify the federal application process.	Survey
29	Federal	Funding	Eliminate requirement that certain grants must be passed through the state and allow all organizations to apply directly as prime recipients.	Survey
30	Federal	Funding	During the grant review process, increase the weight of in-kind services.	Survey
31	Federal	Funding	Create policy that aligns grant dollar amount with administrative/documentation/reporting requirements to ensure requirements do not outweigh award.	Survey
32	Federal	Match	Decrease, standardize, or eliminate the amount of required matching funds.	Survey
33	Federal	Match	Allow federal grant funds to be used as match.	Survey
34	Federal	Match	Require match funds only for specific grant-program purposes and as part of the holistic program. For example, if matching funds are used for sustainability, then don't require the match in the first year; rather phase it in for grants that would generate fees or program income. New programs cannot realistically sustain themselves without a source of revenue or savings to sustain it.	Survey
35	Federal	Policy	Reduce the federal-related factors that are negatively impacting Nevada's organizations' ability to apply for and manage federal grant funding: 1. Federal grant regulations/compliance 2. Federal fiscal/budget requirements/procedures	Survey
36	Federal	Resource	Improve search experience on Grants.gov; mandate that all federal	Survey

			grant opportunities are posted timely and completely.	
37	Federal	Sustainability	Provide more programmatic feedback and technical assistance to grant recipients to improve sustainability in Nevada.	Survey
38	Federal	Training	Centralize federal grants management training and provide pre-application and post-award training.	Survey

Appendix C: Other Recommendations – Local Government

Ref	Opportunity Area	Recommendation	Source	Support
39	Accountability	Ensure that liens created by projects get filed in premier position at the county level against the property involved. This would make them equal with public easements and county taxes. (On a par with association levies.)	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
40	Capacity Building	To build capacity within local agencies and organizations, invest in strategies to increase community support of grant-funded programs.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. Around 10% of local agencies reported the lowest capacity (below average or very poor) in question 3. Question 6 revealed the local factors, or drivers, of the rating.
41	Capacity Building	Socialize and develop a servant leadership model to create capacity in the rurals.	2/28/18 Council Meeting	Judy Andréson during presentation
42	Capacity Building	Provide opportunity to educate local thought leaders on setting a vision.	2/28/18 Council Meeting	Judy Andréson from presentation
43	Funding	Fund start-up grants that do not require cost sharing.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
44	Funding	Create and fund opportunities for small agencies/organizations to better compete.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.

45	Funding	Create better funding process for local philanthropists with a lower reporting burden and more operational support for organizations vs. very specific program expenses.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
46	Match	Share match between grant recipients and granting municipality or the municipality takes on 100% match with their general fund.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
47	Partnerships	Develop community support for grant-funded programs and relationships with local donors and philanthropists.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey. These highest-rated local factors from question 7 highlight the how communities influence an organization's ability to sustain a program after federal funding has ended.
48	Partnerships	Improve engagement between residents and local/state government. Local governments should be required to put more effort into outreach that leads to people feeling a sense of community.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
49	Sustainability	Revisit local supplanting rules so that agencies can proactively plan for sustainability and seek funds a year or so before a federal grant ends; local rules about supplanting preclude such early exploration of alternative funding.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.

Appendix D: Other Recommendations – Organizational

Ref	Opportunity Area	Recommendation	Source	Support
50	Capacity Building	To build capacity within local agencies and organizations, invest in strategies to increase community support of grant-funded programs.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. Around 10% of local agencies reported the lowest capacity (below average or very poor) in question

				3. Question 6 revealed the local factors, or drivers, of the rating.
51	Capacity Building	To build capacity of businesses within Nevada to apply for and manage a federal grant, businesses should evaluate their organization against these three strongest drivers of capacity: 1. Grant partners and community relationships 2. Accountable and transparent financial management 3. Management's focus on results/impact	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. Around 1/3 of businesses (small sample size) reported the lowest capacity (below average or very poor) in question 3. Question 4 revealed the organizational factors, or drivers, of the rating.
52	Capacity Building	Increase nonprofit capability to be more competitive for funds.	11/1/17 Council Meeting	Marsh: during Lucido presentation
53	Staffing	Hire appropriate staff, including grant writers and grant managers with knowledge of sustainability.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
54	Training	Seek out training for creative funding sustainability strategies, specifically within the Northern, Washoe, and Rural districts and at local agencies. Develop grant partners and community relationships and evaluate management's focus on results/impact as contributing factors.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey. In question 4, the Northern District is reporting the greatest proportion of above below average or very poor ability to plan for sustainability. Of those that rated sustainability as important to their organization in question 3, Rural and Washoe districts indicate their organization's ability to plan for program sustainability are above the categorical average for below average/very poor, which signals an area of opportunity for

				organizational/operational alignment and training. Question 5 revealed the local factors, or drivers, of the rating.
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Appendix E: Other Recommendations - State

Ref	Opportunity Area	Recommendation	Source	Support
55	Accountability	Consolidate federal grant reporting across all state agencies to evaluate collective impact from all federal funds received by Nevada. This evaluation and data may lead to new funding opportunities. Use data to hold stakeholders accountable for administered programs and ensure programs are effective.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, questions 12 and 13.
56	Accountability	Create more transparency and accountability of grant funding to ensure funds are passed down to "boots on the ground" work and not staying at state level.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 13. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
57	Accountability	Create accountability related legislation or policy to reduce Nevada's risk of losing federal dollars.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey. Question 9 indicates 81.9% of respondents agree or strongly agree that accountability affects sustainability; however on question 13, respondents rate increased oversight/accountability as the least favorable solution.
58	Accountability	Nevada Grant Office or Nevada Advisory Council on Federal Assistance to provide oversight of state agencies administering grant funding.	Council Meeting	Daniele Dreitzer during closing public comment, 11/1/17 Council meeting.

59	Accountability	Ensure effective management of grant funding and grantee operations and resources for efficient and effective grant implementation through intensive technical assistance.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
60	Accountability	Provide active oversight to ensure grantee accountability.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
61	Accountability	Offer fiscal incentives for subrecipient organizations that perform well with federal pass-through grant funding.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
62	Accountability	Enact and enforce grant policies consistently throughout the state; ensure that state agencies operating as pass-through entities are consistent with regulations, rules, and processes when subawarding grant funds.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12.
63	Accountability	Create policy mandating that all administrators (or executive level staff) must meet, at least monthly, with all grant staff and that all administrators must attend special courses focused on project management, how to assess organizational capacity, grant management basics, etc.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
64	Capacity Building	To build capacity within state agencies, invest in strategies to increase community support of grant-funded programs.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. Around 1/5 of state agencies reported the lowest capacity (below average or very poor) in question 3. Question 6 revealed the local factors, or drivers, of the rating.
65	Capacity Building	To build capacity of state agencies within Nevada to apply for and manage a federal grant, state agencies should evaluate their organization against these three strongest drivers of capacity: 1. Grant partners and community relationships 2. Accountable and transparent financial management	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. Around 1/5 of state agencies reported the lowest capacity (below average or very poor) in question 3. Question 4 revealed the

		3. Management's focus on results/impact		organizational factors, or drivers, of the rating.
66	Capacity Building	Invest in capacity building activities of Nevada's state government agencies (e.g., identifying community partners for collaboration, updating an agency's technology, and providing regular training to staff, increasing nonprofit partner development, etc.).	Survey; Council Meeting	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. More than 2/3 of respondents to question 8 think this recommendation would influence their organization's capacity to apply for and manage federal grant funding a considerable degree or a great deal. Marsh: Create diversity in non-profits awarded pass-thru funds from state, 11/1/17 Council meeting.
67	Capacity Building	Create a public-private partnership using the AmeriCorps (Corporation for National and Community Service to enhance staffing capacity for state agencies.	Council Meeting	Ellen Spiegel during Matt Johnson presentation, 2/28/18 Council meeting.
68	Capacity Building	Create opportunities to involve small businesses without grants experience as grant partners.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
69	Capacity Building	Develop and support a culture and institutional program conducive to community learning and professional growth.	Council Meeting	Judy Andr�son from presentation, 2/28/18 Council meeting.
70	Capacity Building	Create a foundation to build a comprehensive and cohesive leadership system.	Council Meeting	Judy Andr�son from presentation, 2/28/18 Council meeting.

71	Capacity Building	Provide state funding for grant implementation. For example, if a grant requires a unique space, the state could provide funding for renovation. If an agency's budget limitations are insufficient to cover full salary cost for a project director and programming, the state could provide funding to support full project costs. If the project requires match, the state could provide the funding rather than have the applicant make cuts to a planned or existing program to make the funds available for match.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
72	Capacity Building	Provide grants training and encourage partnerships and collaboration with organizations throughout the state.	Survey; Council Meeting	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12. Takiyah Butler during closing public comment, 11/1/17 Council meeting. Judy Andr�son from presentation, 2/28/18 Council meeting.
73	Capacity Building	Provide frontier and rural areas with greater grant-related resources, training, and support, including implementation as many do not have the staffing or infrastructure to manage a federal grant or be competitive against experienced applicants.	Survey; Council Meeting	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 13. Judy Andr�son from presentation, 2/28/18 Council meeting.
74	Capacity Building	Create an interagency council to maximize Nevada's staffing capacity for grants requiring public meeting forums.	Survey; Council Meeting	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 13. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13. Patricia Sanborn during presentation at 2/28/18 Council meeting.
75	Capacity Building	Invest in human capital endeavors.	Council Meeting	Judy Andr�son from presentation, 2/28/18 Council meeting.
76	Cost Principles	Allow all services to be billable under Medicaid and private insurance.	Survey	5/2018 Nevada Advisory Council on Federal

				Assistance Sustainability Survey, question 14.
77	Cost Principles	Eliminate "use it or lose it" concept.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
78	Data	Create digital submission and centralized storage of recipient/subrecipient application, reporting, and financial data to reduce redundancies and increase efficiencies.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12.
79	Data	Investigate the geographic distribution and equity of grant funds administered by the state.	Council Meeting	Daniele Dreitzer during closing public comment, 11/1/17 Council meeting.
80	Data	Collect data relevant to Nevada's grant awards.	Council Meeting	Ritter: during Lucido presentation regarding grant management system, 2/28/18 Council meeting.
81	Data	Develop metrics to measure progress and community outcomes.	Council Meeting	Judy Andr�son from presentation, 2/28/18 Council meeting.
82	Data	Create matrix/benchmarks for activities that have used federal funding to make it more efficient to ask for general fund to continue activities once federal funding ceases.	Council Meeting	Sheila Lambert during presentation, 2/28/18 Council meeting.
83	Funding	Fund start-up grants that do not require cost sharing.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
84	Funding	Create and fund opportunities for small agencies/organizations to better compete.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
85	Funding	Create policy that aligns grant dollar amount with administrative/documentation/reporting requirements to ensure requirements do not outweigh award.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
86	Funding	Create new sources of revenue at the state level so that Nevada is not so dependent on federal grant funds.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.

87	Funding	Eliminate or revise Section 7 of the budget code as it creates an environment across the state that discourages departments and staff from going after new federal grant funding because they think they will lose those dollars through Section 7. Because many nonprofits cannot competitively access federal funds without state agency buy-in or active participation, this is a major hindrance to nonprofits' ability to apply for and receive federal funding.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12. 5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 15. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
88	Funding	Designate a pool of general funds to provide advances to any organization awarded a reimbursement grant, either directly or passed through the state, that will allow grant-funded organizations to pay bills and cover costs while awaiting reimbursement; potentially using social impact funds.	Survey; Council Meeting	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12. Emerson during presentation / Spiegel question and comment, 5/2/18 Council meeting.
89	Funding	During the grant review process, increase the weight of in-kind services.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
90	Match	Identify sources of non-federal funding to be used as match.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12.
91	Match	Create and make available a pot of match funds for grant-seeking organizations throughout the state to access.	Survey; Council Meeting	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 11. One-third of respondents indicated the number of grant funds their organization applies for would definitely increase; another 56% indicated probably or possibly. One-quarter of Nevada's grant-seeking organizations pass very frequently or frequently on grant opportunities because of lack of match (question 5). In question 10, the primary

				responsibility of providing the match for a grant application fell to the grant applicant and the state government. Gibson: providing update from subcommittee recommendations to Council, 9/12/18 Council meeting.
92	Match	Encourage state agencies to apply to match waivers.	Council Meeting	Daniele Dreitzer during closing public comment, 11/1/17 Council meeting.
93	Match	Create a database or repository to track funds that are available to be used as match funds for identified opportunities.	Council Meeting	Gibson: providing update from subcommittee recommendations to Council, 9/12/18 Council meeting.
94	Partnerships	Facilitate partner development specific to identified grant opportunities.	Council Meeting	Ritter: during Lucido presentation regarding grant management system, 2/28/18 Council meeting.
95	Partnerships	Collaborate with grantee and community members; respond to diverse community interest and needs, mobilize community resources.	Council Meeting	Judy Andr�son from presentation, 2/28/18 Council meeting.
96	Policy	Minimize the unfunded mandates imposed upon counties to fund state programs at the local level.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
97	Policy	Move state leadership to Las Vegas to see social conditions more often.	Council Meeting	Scott Emerson (United Way) during presentation, 2/28/18 Council meeting.
98	Policy	Reduce the state-related factors that are negatively impacting Nevada's organizations' ability to apply for and manage federal grant funding: 1. State fiscal/budget requirements/procedures 2. State agency's grant/subaward reporting requirements/procedures 3. State agency's management of subawards	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. These lowest-rated state factors from question 7 highlight the opportunity for both the Council and the State Grant Office to influence change.

99	Policy	Standardize Nevada's grant management policies and forms, including reimbursement requirements.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. From question 11, this is the top ranking, capacity-building-specific solution to increase federal grant funding in Nevada.
100	Policy	Standardize a process that creates training, awareness and access for more small businesses, nonprofits and other agencies in Nevada to be able to apply for federal grant funds.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 13.
101	Policy	Change statutes and/or fiscal/budget systems to authorize agencies to utilize federal funding in a much quicker, more efficient manner and correct timing issues that conflict with federal grant award requirements. For example, change executive and legislative processes to approve work programs to be informational only or synchronize the beginning of the state's timeline/process with grant submission to federal government.	Survey; Council Meeting	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12. 5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12. Ritter: during Peek presentation at 11/1/17 Council meeting. Gibson: providing update from subcommittee recommendations to Council, 9/12/18 Council meeting.
102	Policy	Clarify executive branch direction on specific grant management components, and create an exception process from general state rules where federal grant activities and guidelines allow and support specific practices. For example, providing training to local organizations and agencies is a large component of the federal grant dollars we receive; however, state rules do not support accessibility to off-site training facilities, refreshments, speaker travel, etc.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12.

103	Policy	Examine and possibly reduce/eliminate unnecessary or overly restrictive state grant requirements (those that exceed federal requirements), including grant application information that is being collected but not used by the state.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
104	Policy	Ensure that state agencies are providing adequate and timely feedback and are accessible and responsive. Staff additional positions as needed to increase capacity of agencies.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey. Question 8 indicates the state factors that most impact an organization's ability to sustain a program after federal grant funding has ended. 2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, questions 3 and 12.
105	Policy	Revise procurement and BOE policies related to grants so that agencies may quickly enter into contracts with key partners to whom work must be outsourced contingent upon grant approval due.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 15.
106	Policy	Increase quality control of grant funding, reduce waste, and enforce streamline use of state funds (i.e. more allocated and less competitive funds). Example: NV school districts spend a lot of time competing with each other (i.e. writing applications) when it would be better if the funds were distributed on a formula basis. This would allow more thoughtful planning and cooperation with the funding agency and less time trying to compete for state funding.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 15. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
107	Policy	Create incentives to secure new federal funds at the state agency level to induce creativity and spur new community partnerships.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.

108	Policy	Create a policy requiring state government's participation in the federal grant application process to support/assist all applicants in order to foster collaboration and improve the overall quality of the application.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
109	Policy	Work with executive and legislative branches to fundamentally update and align the state's processes related to grant acceptance and work planning with federal government's contemporary process for accepting, awarding, and managing federal grants.	Council Meeting	Gibson: providing update from subcommittee recommendations to Council, 9/12/18 Council meeting.
110	Policy	Create a standardized grants unit for all state agencies. Each grant agency that applies for federal grant funding should identify a core grant team. This team needs to know the agency's mission, focus, and direction to recognize which grants are appropriate in addition to the grant required knowledge. This team needs to be flexible with its responsibilities to adapt to grant season and be able to implement the project/program into the agency with appropriate staff support to ensure grant success.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 13.
111	Resource	Create an online Nevada clearinghouse to ensure a complete list of all available grant opportunities.	Survey	9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 13.
112	Resource	Create and maintain a list of current advisory boards that could be used for grants requiring public meeting forums in lieu of creating a brand new council.	Council Meeting	Julia Peek during Sanborn presentation, 2/28/18 Council meeting.
113	Staffing	Add staff in Nevada Grant Office to liaise with non-profit organizations.	Council Meeting	Scott Emerson (United Way) during presentation, 2/28/18 Council meeting.
114	Staffing	Fund, fully staff, and train grant-related positions within agencies in order to increase capacity. Increase staff proportional to number/dollars of grants received/managed.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12.
115	Staffing	Require grant-receiving or -giving agencies to have a designated staff solely for grants. All staff responsible for federal grant funds must have a	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity

		minimum level of grant knowledge, skills, and training.		Building Survey, question 12.
116	Staffing	Create flexible staffing solutions for grant-related personnel. For example, streamline processes to allow personnel to be hired within 1 month of receipt of grant funds, allow agencies to justify position requests based on federal application requirements, create agency-specific pools of temporary/contract staff specifically for grants, and/or allow agencies to pay for essential grant-related staff with state dollars.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 12. 5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
117	Staffing	Investigate grant-related staffing issues and unwanted attrition. Grant Analysts are paid very low and the volume and complexity of the work is very high. This causes a high turn-over rate from which no consistency or longevity concerning grants can be established for the state. Mandate executives to conduct capacity assessments and to establish all of the task liabilities incumbent to each grant such that an accurate level of time and effort per grant/per analyst can be established.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 15.
118	Staffing	Effectively recruit, support, retain and reward high-quality leaders; provide state leaders a guide for what to consider while monitoring and supporting improvement in local leadership.	Council Meeting	Judy Andr�son from presentation, 2/28/18 Council meeting.
119	Strategic Planning	Obtain an appropriate level of federal grant funding relative to state general fund for any given program or department.	Council Meeting	Miles Dickson during closing public comment, 11/1/17 Council meeting.
120	Strategic Planning	Implement strategic grant planning across multiple agencies and jurisdictions.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 15.
121	Strategic Planning	Perform needs assessment or gap analysis to determine federal funds that need to be pursued.	Council Meeting	Gibson: during Lucido presentation, 11/1/17 Council meeting.

122	Strategic Planning	Establish a widely shared vision of learning.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
123	Strategic Planning	Conduct professionally-facilitated meetings that encourage engagement and assessment of community strengths, challenges, and opportunities to better support resilience and community.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
124	Strategic Planning	Engage in advocacy planning to identify necessary system-level changes such as funding gaps and policy barriers.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
125	Strategic Planning	Build relationships with local thought leaders.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
126	Strategic Planning	Create collective impact and systems change through strategic partnerships.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
127	Strategic Planning	Include traditionally excluded groups in planning, program and policy development, and change implementation.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
128	Strategic Planning	Provide educational activities that increase the community's ability to participate in policy discussions at federal, state, regional, and local levels including policy development, analysis, implementation and evaluation.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
129	Sustainability	Add the services provided by grant programs to CMS billable services to generate ongoing funding moving forward for programs that are affecting change.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
130	Sustainability	Invest in sustainable programs. To put so much time and effort into a program that may go away the next year does not feel worth the effort for a small/medium sized non-profit. If multi-year grants were available that would help with this issue; otherwise organizations deal with blowback when they are unable to sustain programs due to lack of funding.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey, question 13.

131	Sustainability	Provide training to teach sustainability of funding strategies specifically in the Washoe and Rural districts.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey. Of those that rated sustainability as important to their organization in question 3, Rural and Washoe districts indicate their organization's ability to plan for program sustainability are above the categorical average for below average/very poor, which signals an area of opportunity for organizational/operational alignment and training. On question 13, Rural and Washoe districts prioritize statewide grant training as a solution more highly than other districts.
132	Sustainability	Create an investment fund to sustain programs that achieve results (which might need to include funding streams for robust external evaluation as part of the assessment process); provide state funding of successful federal grant programs based on evaluation of outcomes/performance measures.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey. Question 10 indicates that grant recipients and state government bear the primary responsibility of sustainability once federal funding has ended. On question 13, respondents rate state funding as the most favorable solution. 5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
133	Sustainability	Add a centralized office for grant management and sustainability.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
134	Sustainability	Require a sustainability plan for all initial grant applications from state agencies.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.

135	Sustainability	Create multi-year/tiered funding framework for all grant-related programs with an annual decrease of funding (instead of one-year funding) to allow a transition phase.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
136	Sustainability	Increase funding for pilot projects to determine impact of program or intervention as that would better inform the sustainability plan.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
137	Sustainability	Revisit state supplanting rules so that agencies can proactively plan for sustainability and seek funds a year or so before a federal grant ends; state rules about supplanting preclude such early exploration of alternative funding.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
138	Sustainability	Require mandatory state budget requests to sustain grant programs that fall within the mission of the funded agency.	Survey	5/2018 Nevada Advisory Council on Federal Assistance Sustainability Survey, question 14.
139	Training	Utilize and encourage shared training systems so that individual agency/department trainings are open to other agencies and departments to encourage same level operating knowledge.	Council Meeting	Patricia Sanborn during presentation, 2/28/18 Council meeting.
140	Training	Provide long-term, targeted and meaningful technical assistance to grant recipients throughout Nevada.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
141	Training	Invest in grant education/training opportunities for state agencies to build capacity and hire appropriately qualified staff.	Survey	2/2018 Nevada Advisory Council on Federal Assistance Capacity Building Survey. Around 1/5 of state agencies reported the lowest capacity (below average or very poor) in question 3. Question 6 revealed the local factors, or drivers, of the rating. 9/2018 Nevada Advisory Council on Federal Assistance Match Survey, question 12.
142	Training	Model collaboration and provide collaboration-specific training that addresses dynamics within rural communities.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.

143	Training	Bring foundational, grant education experiences to rural areas.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
144	Training	Educate about policy and procedures and why they exist.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
145	Training	Create learning environments in collaboration with the technical assistance and evaluation coordinators, state staff, and key stakeholders.	Council Meeting	Judy Andréson from presentation, 2/28/18 Council meeting.
146	Training	Maximize train the trainer concepts to assist in making federal dollar go further and to better sustain necessary training activities in federal grants.	Council Meeting	Sheila Lambert during presentation, 2/28/18 Council meeting.

