

2025 Biennial Report

Nevada Governor's Office of Federal Assistance

As Required per NRS 223.478(l)

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Letter from the Director

December 31, 2024

The Honorable Joe Lombardo, Governor
State Capitol Building
101 N. Carson Street
Carson City, Nevada 89701

Nicolas Anthony, Director
Legislative Counsel Bureau
401 S. Carson Street
Carson City, NV 89701

Dear Governor Lombardo and Director Nicolas,

In accordance with Nevada Revised Statute (NRS) 223.478 The Governor's Office of Federal Assistance (OFA), respectfully submits its biennial report to Governor Joe Lombardo and the Nevada State Legislature.

As we reflect on the progress of the OFA over the past two years, it is both humbling and inspiring to see how far we have come. The period between January 2023 and December 2024 has been transformative, marked by a renewed commitment to maximizing federal funding for Nevada and ensuring its impact is felt in every corner of our state.

The establishment of our leadership team in August 2024 has catalyzed this transformation. Guided by our newly crafted Five-Year Strategic Plan and Statewide Plan, we have embraced a bold vision for the future—one that prioritizes collaboration, efficiency, and a culture of innovation. These plans are not just roadmaps; they are living commitments to streamline processes, enhance grant management, and remove barriers to federal assistance, ensuring that every dollar invested delivers maximum benefit to Nevada's residents.

OFA's philosophy moving forward is clear: we aim to foster a grant management ecosystem that thrives on transparency, accountability, and shared growth. This vision is rooted in our core values—integrity, responsiveness, professionalism, and sustainability. We are committed to providing our stakeholders with the tools, training, and support needed to navigate the complexities of federal funding with confidence and agility.

Looking ahead, we are focused on three transformative goals:

- (1) Streamlining Grant Processes: through the implementation of a centralized grants management system, Nevada aims to simplify and standardize the federal funding lifecycle for all stakeholders.
- (2) Building Capacity: by investing in training programs and peer learning networks, we are empowering our state agencies and partners to excel in grant discovery, application, and administration.
- (3) Strengthening Partnerships: collaboration with local governments, tribal organizations, and nonprofits will be pivotal in aligning resources and driving shared success.

I extend my deepest gratitude to the state agencies, tribal governments, nonprofits, and local entities that have partnered with us on this journey. Your dedication fuels our mission, and together, we are building a brighter, more prosperous Nevada.

As we embark on the next phase of this journey, we invite you to join us in realizing the full potential of federal assistance. Let us continue to dream big, act boldly, and create lasting change for the communities we serve.

Respectfully,

A'Keia Sanders

A'Keia Sanders, Director
Nevada Governor's Office of Federal Assistance

Executive Summary

Executive Summary

The Nevada Governor's Office of Federal Assistance (OFA) has undertaken transformative efforts over the past two years to address historical challenges in federal funding acquisition and utilization. This biennial report provides an overview of the progress made between January 2023 and December 2024, as well as a roadmap for the future. Guided by the leadership established in August 2024 and the newly developed Five-Year Strategic Plan, OFA has embraced a bold vision focused on transparency, accountability, and collaboration.

Key Accomplishments

1. Innovations in Grant Management

- Launched the **NV GRANTS Repository**, a centralized platform for tracking and managing federal awards, which will transition into the **CORE.NV Grants Management System** in the coming years.
- Streamlined reporting processes through the **Federal Assistance Notification Form (FANF)**, with over 1,367 notices submitted across six categories in 2023 and 2024.
- Enhanced compliance and risk management through self-assessment tools and improved data-sharing protocols between state agencies and local governments.

2. Rebuilding Trust and Strengthening Relationships

- Delivered targeted technical assistance and in-person workshops for stakeholders, including tribal governments and nonprofits.
- Hosted statewide trainings on 2 CFR 200 regulatory changes, reaching over 400 state employees.
- Re-established partnerships with key organizations such as the Nevada Grant Lab and the Washoe County Nonprofit Steering Committee.

3. Fostering Collaboration and Capacity Building

- Facilitated consortium-building efforts that led to the successful application and award of a \$2 million Department of Labor grant, with another consortium NTIA application pending announcement.
- Revived the **Silver State Grants Conference** to provide a collaborative forum for stakeholders to align efforts and share best practices.
- Achieved full obligation of the **Nevada Grant Matching Program** for State Fiscal Year 2025, ensuring critical match requirements are met for federal grants.

4. Improving Stakeholder Engagement

- Increased visibility through newsletters, social media outreach, and workshops, resulting in significant gains in website traffic and email engagement.
- Leveraged tools like the Federal Grant Finder to streamline the grant discovery process, enabling stakeholders to better align goals and reduce redundancies.

Strategic Goals for the Future

OFA is focused on three transformative goals:

1. **Streamlining Grant Processes:** Implementing the CORE.NV Grants Management System to simplify and standardize federal funding workflows.
2. **Building Capacity:** Expanding training programs and peer-learning networks to empower state agencies and partners with the skills needed to excel in grant discovery and administration.
3. **Strengthening Partnerships:** Deepening collaboration with local governments, tribal entities, and nonprofits to maximize impact and alignment of resources.

Challenges and Lessons Learned

Through stakeholder engagement and data-driven analysis, OFA identified key challenges, including capacity limitations, decentralized systems, and barriers to collaboration. These insights have informed actionable strategies to overcome inefficiencies and create a more unified grant management ecosystem.

Vision for the Future

OFA is committed to fostering a grant management culture that thrives on innovation, transparency, and accountability. By leveraging technology, empowering stakeholders, and promoting collaboration, the office aims to ensure that every federal dollar awarded to Nevada creates meaningful, lasting impacts for the state's communities.

This report underscores the transformative journey of the OFA and serves as a testament to the collective efforts of state agencies, tribal governments, nonprofits, and local partners. Together, we are building a brighter future for Nevada, one federal grant at a time.

Office Overview and Mission

The Nevada Governor's Office of Federal Assistance (OFA) was established to address a critical and long-standing challenge: Nevada's historical underperformance in securing and maximizing federal funding. For decades, the state struggled to compete with others in obtaining its fair share of federal resources, due to systemic issues such as limited capacity, decentralized grant management, and a lack of cohesive strategy. This disparity left Nevada at a disadvantage in leveraging federal dollars to drive economic development, improve infrastructure, and support community programs.

The creation of OFA was a direct response to these challenges, intended to serve as a centralized hub for identifying, securing, and managing federal funds across the state. In its initial years, the office itself faced obstacles, including inconsistent leadership, unclear direction, and limited stakeholder engagement. Without a unified vision, the office struggled to fulfill its mandate fully, further compounding the effects of Nevada's historical difficulties in navigating the complex federal funding landscape.

In August 2024, a renewed leadership team brought a clear vision and strategic direction to OFA, signaling a pivotal moment for the office and its mission. Guided by the principles of innovation, transparency, and accountability, OFA has embraced its original intent with a renewed sense of purpose. Recognizing the urgency to make up for lost time, the office has implemented a bold plan to streamline processes, enhance stakeholder support, and maximize federal dollars flowing into Nevada.

Today, OFA is firmly positioned as the state's leading resource for federal grant guidance and management. By fostering collaboration among state agencies, tribal governments, nonprofits, and local entities, OFA ensures that every federal funding opportunity is fully leveraged to meet Nevada's needs. Through capacity-building initiatives and proactive outreach, the office is transforming the way Nevada secures and utilizes federal resources, addressing the historical challenges that have long hindered the state's progress.

Vision

The Governor's Office of Federal Assistance supports our stakeholders in obtaining, increasing, and maximizing federal assistance.

Mission

The Governor's Office of Federal Assistance reduces barriers by providing inclusive, collaborative, comprehensive, and centralized support in obtaining federal dollars for Nevada.

To overcome Nevada's historical challenges in federal funding by maximizing federal opportunities, providing expert guidance, and fostering a culture of collaboration, innovation, and accountability. The OFA is committed to ensuring that every federal dollar awarded to the state is strategically deployed to create lasting, meaningful impacts for Nevada's residents and communities.

By addressing past barriers with clarity, leadership, and vision, OFA is building a sustainable pathway for Nevada to thrive in the competitive arena of federal funding.

Progress and Achievements

OFA has made concerted efforts to rebuild credibility and trust with state agencies, state employees, and other stakeholders. Recognizing the challenges faced during its formative years, OFA has embraced a proactive approach to demonstrate its values, improve communication, and foster collaboration. By leveraging technology, providing tailored technical assistance, and ensuring consistent, transparent messaging, the office is successfully re-establishing itself as a reliable partner in maximizing federal funding opportunities in Nevada.

Efforts to Restore Trust and Build Relationships

1. Technical Assistance and In-Person Engagement
 - a. OFA has prioritized direct support for state agencies and employees by offering hands-on technical assistance, in-person workshops, and tailored training sessions.
 - b. These interactions have not only addressed immediate challenges but have also strengthened relationships by showing stakeholders that OFA is invested in their success.
2. Accessible and Transparent Messaging
 - a. Through a combination of blog posts, weekly emails, and newsletters, OFA has ensured that stakeholders have regular access to relevant updates and grant opportunities.
 - b. Consistent communication has been critical to rebuilding confidence, as demonstrated by a 5% increase in email open rates following a renewed focus on messaging in August 2024.
3. Leveraging Technology and Efficiency
 - a. By streamlining required reporting processes with modern tools, OFA has reduced administrative burdens for stakeholders, further enhancing its credibility.
 - b. Innovations like the Federal Grant Finder Tool have helped stakeholders identify and pursue funding opportunities more effectively.

Drawing from leadership frameworks such as Tuckman's model of group development¹, OFA recognizes that it is navigating the "storming" phase, where teams and processes are being refined amidst growth and change. For the first time in its establishment, the office is fully staffed, enabling leadership to focus on creating a cohesive team culture and thoughtful messaging strategies. This period of adjustment, while challenging, lays the foundation for the "norming" phase, where consistency, collaboration, and shared vision will drive greater impact.

OFA's commitment to transparency and accessibility is reflected in its robust engagement analytics for 2024:

1. Web Engagement
 - a. 44,453 Total Views: Demonstrates strong interest in OFA's resources.
 - b. 14,000 New Users and 2,700 Returning Users: Reflects the office's ability to attract new audiences while maintaining loyalty among existing stakeholders.
 - c. Top Pages:
 - i. State Grant Opportunities
 1. 9,384 views
 2. 6,671 sessions
 - ii. General Grant Opportunities
 1. 5,200 views
 - iii. Training and Development

¹ Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin*, 63(6), 384–399.

- 1. 3,176 views
- 2. 1,030 sessions
- d. A notable peak of 358 New Users during August 18-24, 2024, underscores the impact of targeted outreach efforts.
- 2. Resource Utilization
 - a. 521 File Downloads: Indicates stakeholders are actively engaging with the tools and resources provided on the OFA website
- 3. Email and Social Media Outreach
 - a. Mail Chimp:
 - i. 1,079 email subscribers and 1,631 current contacts showcase OFA's growing reach.
 - ii. A significant increase in open rates for weekly grant opportunity emails—from 48% to 53%—demonstrates improved effectiveness in messaging.
 - b. LinkedIn:
 - i. 409 new followers, 625 page views, and 24,508 impressions reflect successful efforts to expand OFA's professional network and online presence.
 - ii. High engagement levels, including 676 reactions, 40 comments, and 34 reposts, indicate that stakeholders value and interact with OFA's content.

These efforts have not only rebuilt credibility but also positioned OFA as a vital resource for grant coordination and management across Nevada. By using technology and clear communication to drive collaboration, the office is breaking down silos and fostering a culture of excellence. Looking forward, OFA will continue refining its messaging, deepening its stakeholder relationships, and leveraging data insights to enhance its services.

Federal Grant Finder Tool

OFA has made significant strides in leveraging technology to enhance federal grant coordination and foster collaboration across the state. A standout achievement during this biennial period is the partnership with U.S. Digital Response (USDR) to implement the Federal Grant Finder Tool. This innovative platform has been instrumental in streamlining the grant discovery process, breaking down silos between organizations across the state, and creating opportunities for transformative collaboration.

Through the adoption of the Federal Grant Finder Tool, OFA facilitated consortium-building efforts that resulted in major grant applications, demonstrating the power of technology and driving meaningful change.

- Department of Labor (DOL) Grant: A consortium supported by OFA successfully secured \$2 million in federal funding, enabling workforce development initiative that align with Nevada's economic priorities.
- National Telecommunication and Information Administration (NTIA) Grant: Another consortium coordinated through the Federal Grant Finder Tool applied for funding aimed in expanding broadband access and digital equity. While this application is still pending an announcement, it underscores Nevada's proactive approach to leveraging partnerships and technology to address critical infrastructure needs.

These achievements highlight OFA's commitment to fostering collaboration and maximizing federal funding opportunities. The Federal Grant Finder Tool has enabled stakeholders to identify shared goals and work together on competitive grant applications, increasing Nevada's capacity to secure and manage federal resources. By providing a centralized tool for grant discovery and coordination, OFA has empowered state agencies, tribal governments, and local organizations to align efforts, reduce duplicative work, and achieve greater impact.

The success of these initiatives demonstrates the value of using technology not only as a tool for efficiency but as a catalyst for cultural change. By breaking down traditional silos and encouraging cross-sector collaboration, OFA

is building a stronger, and more connected grant management ecosystem. Efforts are aimed at addressing historical challenges in federal funding and to position Nevada as a leader in innovative grant coordination. You can read the case study about these efforts here: [Transforming Federal Grant Coordination in Nevada with USDR's Federal Grant Finder](#).

OFA has been a driving force in strengthening grant coordination, providing essential resources, and fostering collaboration across the state. Over the biennial period, the office has undertaken several initiatives that highlight its commitment to building capacity, enhancing stakeholder engagement, and creating a unified vision for federal funding. Below are some key accomplishments that demonstrate OFA's impact:

Outreach to Tribal Partners

OFA held two in-person workshops with tribal governments, focusing on relationship building and addressing their unique challenges in accessing federal funding. This half day session:

- ⇒ Provided updates on the recent changes to 2 CFR 200 regulations
- ⇒ Offered general grant management knowledge tailored to tribal government needs
- ⇒ Served as a platform for identifying barriers tribal governments face and exploring ways OFA can provide targeted assistance

This initiative marked a critical step in bridging gaps and ensuring Nevada's tribal communities are included in broader federal funding strategies.

Statewide Mandatory 2 CFR Training

OFA facilitated statewide training on the updated 2 CFR 200 regulations, ensuring that state agencies are well-versed in compliance requirements. This training:

- ⇒ Emphasized the importance of federal grant transparency and accountability.
- ⇒ Provided practical guidance on navigating the complexities of federal regulations.

Attendance was in person and included 281 individuals in Carson City and 114 in Henderson, Nevada with a mix of both program and fiscal state agency staff.



Building Bridges with Nonprofit Partners

OFA has worked diligently to re-establish and strengthen relationships with nonprofit organizations across Nevada, fostering a collaborative environment that supports the nonprofit community in navigating federal funding opportunities. Through renewed engagement with key partners such as the Nevada Grant Lab, Washoe County Nonprofit Steering Committee, Community Foundation of Northern Nevada, and the Reno-Sparks Chamber of Commerce, Center for Non-profit Business, OFA has:

- ⇒ Rebuilt Connections: Addressed estranged relationships and re-engaged with nonprofit stakeholders to ensure open lines of communication and shared goals.
- ⇒ Facilitated Collaboration: Acted as a connector, bringing together nonprofits, public agencies, and private partners to discuss challenges, align efforts, and identify opportunities for impactful grant development.
- Supported Capacity Building: Provided nonprofits with the tools, guidance, and information needed to better understand and access federal grant opportunities.

These efforts demonstrate OFA's dedication to acting as a convener and partner within the nonprofit sector, promoting collaboration and a shared sense of purpose among the state and all stakeholders in Nevada's grant ecosystem.

Reviving the Silver State Grants Conference

After a hiatus since 2019, OFA in collaboration with Washoe County is bringing back the Silver State Grant Conference to Northern Nevada in 2025 with OFA then hosting in Southern Nevada in 2026. This conference will:

- Provide stakeholders with more than just technical training by introducing vision and storytelling to highlight the "why" behind federal grants.
- Serve as a cornerstone event for collaboration, innovation, and capacity building within Nevada's grants ecosystem.

Grant Manual Revisions and Updates to the State Administrative Manual (SAM)

OFA updated the state's Grant Manual, making it publicly available online. Although recent changes to federal regulations necessitate further revisions, the manual has become a key resource for stakeholders navigating grant processes. Additionally, OFA submitted and had revisions approved to the State Administrative Manual to reflect its updated role and responsibility, as outlined in Assembly Bill 445 from the 81st Legislative Session.

Strengthening Partnerships

OFA has cultivated strong working relationships with critical partners, including (but not limited to):

- ⇒ Governor's Finance Office (GFO): Collaboration ensure alignment of financial policies and practices with OFA's objectives.
- ⇒ Nevada Grant Lab: A nonprofit partner assisting with capacity building and grant development in Southern Nevada.
- ⇒ Nevada Infrastructure Coordinator: Focusing on supporting statewide infrastructure priorities and economic development.

Language Access Plan

For the first time, OFA developed a Language Access Plan (LAP) to ensure inclusivity and accessibility for stakeholders with diverse language needs. This plan underscores OFA's commitment to equity and expanding access to federal funding opportunities.

Nevada Grant Matching Program

OFA achieved a major milestone with the Nevada Grant Matching Program (GMP) being fully obligated for state Fiscal Year 2025. This achievement reflects the program's growing success in helping partners meet match requirements for federal grants, ultimately securing more funding for Nevada.

Leveraging Technology and Cross-Sector Collaboration

OFA has emphasized connecting private and public sectors to streamline federal funding proposal development. Recognizing the interdependence of stakeholders within Nevada's grant ecosystem, the office has focused on fostering cross-cutting partnership that maximize impact.

1. Expanding Visibility and Reporting Tools

- a. Revised the Federal Assistance Notification Form (FANF) to streamline reporting and ensure greater transparency in federal funding efforts.
- b. Enhanced visibility through consistent blog updates, newsletters, and social media engagement, with significant increases in email open rates and LinkedIn activity demonstrating stakeholder trust and interest.

Reporting and the Federal Assistance Notification Form

As part of its ongoing commitment to transparency and accountability, OFA has made significant strides enhancing visibility and improving reporting processes. These efforts ensure stakeholders have the tools and resources needed to navigate federal funding efficiently while maintaining compliance with state and federal requirements.

One pivotal accomplishment in reporting is the revision and streamlining of the Federal Assistance Notification Form (FANF). This tool enables state agencies and other stakeholders to submit critical updates throughout the lifecycle of federal grants. By refining the form and enhancing its accessibility, OFA has simplified the reporting process and improved the accuracy and timeliness of data collection.

FANF Usage Date: 2023-2024

Reporting Year	Notice of Intent to Apply	Notice of Application	Notice of Award	Notice of Change in Award	Notice of non-award	Notice of Close Out of Award	Total
2023	367	0	195	76	18	5	661
2024	327	39	253	70	8	9	706
Total	694	39	448	146	26	14	1367

These submissions reflect robust engagement from stakeholders, demonstrating their commitment to maintaining transparency and adhering to reporting requirements.



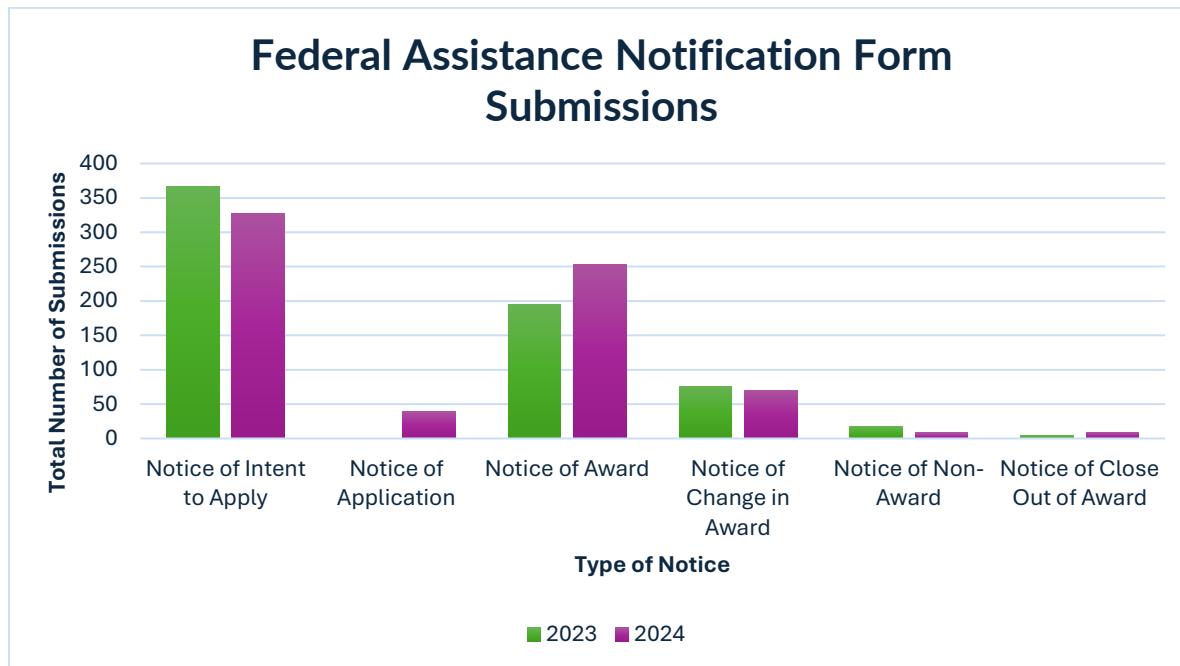
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Key Highlights

- Year-Over-Year Growth: FANF usage increased from 661 notices in 2023 to 706 in 2024— Enhanced adoption and increased stakeholder trust in the streamlined process.
- Application Tracking: The addition of the Notice of Application category in 2024 allowed agencies to share earlier-stage updates, providing greater clarity for end-users and improving OFA's ability to track and support grant applications.

1. Award Management: With 448 Notices of Award submitted over two years, FANF has proven helpful in monitoring the status and progress of grant-funded projects statewide.



Unexpended Funds

In accordance with Nevada Revised Statute, the OFA requires state agencies to notify the office when closing out a federal award and to include details of any unexpended funds at the time of close-out. For CY2023-2024 total funds reverted as self-reported totaled \$20,119,296.06.

OFA provides regular technical assistance to agencies struggling with grant implementation to maximize the impact of awarded funds.

Reported Federal Funds Unexpended Upon Closeout: CY2023-2024					
Organization Name		City or Township Government	Nonprofit	State Government	Grand Total Funds Reverted
City of Henderson		\$ 1,029.34			\$ 1,029.34
DHHS - Division of Public and Behavioral Health				\$ 21,850.54	\$ 21,850.54
Nevada Department of Veterans Services				\$ 20,083,924.57	\$ 20,083,924.57
Office of Historic Preservation				\$ 6,547.29	\$ 6,547.29
Southern Nevada Tax Assistance		\$ 5,944.32			\$ 5,944.32
Grand Total		\$ 1,029.34	\$ 5,944.32	\$ 20,112,322.40	\$ 20,119,296.06

Challenges and Lessons Learned

The OFA is committed to identifying and addressing the barriers that hinder the state's ability to effectively acquire, manage, and maximize federal funding. Over the biennial period from January 2023 through December 2024, the OFA conducted a comprehensive analysis of its operations and engaged with diverse stakeholders—including state agencies, tribal governments, nonprofits, and local entities—to uncover the challenges impacting Nevada's federal funding ecosystem.

This section highlights the key obstacles identified during this period, such as inefficiencies in task management, capacity limitations, and structural barriers to collaboration.

Matrix of Effort

The Matrix of Effort (MOE) exercise has illuminated significant challenges in how Nevada approaches federal funding acquisition and management. Among the primary barriers identified were:

- Time-draining administrative processes
 - Compliance reporting and fragmented inter-agency communication consume disproportionate time and resources, yielding minimal strategic value. These inefficiencies often result in duplicated efforts, delayed responses, and missed opportunities to optimize federal funding.
- Busy work and limited returns
 - Many tasks, while requiring minimal effort, add up to reduced productivity across agencies. Examples include routine documentation, manual data entry, and redundant internal approvals, which detract from the ability to focus on high-impact activities.
- Capacity and resource constraints
 - Stakeholders frequently cited a lack of trained staff and adequate tools to support grant application and management. Limited capacity inhibits the pursuit of competitive discretionary grants and prevents effective post-award monitoring.
- Structural barriers to collaboration
 - Decentralized systems and siloed operations hinder cross-agency coordination and partnership building, particularly in securing large-scale federal funding through public-private partnerships.

Stakeholder feedback gathered from the MOE exercise, webinars, and workshops, highlighted recurring themes that deepen the understanding of these challenges:

- The need for training and capacity building
 - Participants emphasized the importance of training programs to address gaps in grant application, compliance, and management skills.
- Streamlined processes and systems
 - Stakeholders expressed strong support for the implementation of centralized tools like the CORE.NV Grant Management System (CGMS) to automate routine processes and improve inter-agency communication.
- Enhanced collaboration
 - Tribal governments, nonprofits, and local agencies called for stronger partnerships and improved access to shared resources to align efforts and reduce competition for federal funds.
- Data-driven decision making

- There was significant demand for real-time data tracking and feedback systems to monitor grant performance and identify areas for improvement.

The MOE exercise (see Appendix I) demonstrated that task prioritization and strategic focus are critical for maximizing federal funding in Nevada. By addressing administrative inefficiencies, building capacity, and fostering collaboration, Nevada could overcome persistent barriers and position itself as a leader in federal grant management. These lessons will guide future initiatives and inform the implementation of the Five-Year Strategic Plan to achieve lasting impact for the state and its communities.

This approach sets the stage for a more streamlined, collaborative, and results-driven federal funding strategy, ensuring that Nevada's resources are used effectively to benefit its residents.

New Strategic Direction

The Nevada Governor's Office of Federal Assistance (OFA) is embarking on a transformative new strategic direction, driven by a commitment to addressing historical challenges, overcoming systemic barriers, and maximizing the impact of federal funding across the state. This direction is guided by the newly developed Five-Year Strategic Plan (Appendix III) and the Nevada State Plan for Maximizing Federal Assistance (Appendix II), both of which provide a comprehensive framework to align efforts, foster collaboration, and ensure long-term success.

Acknowledging the Past to Inform the Future

For years, Nevada has faced challenges in securing and utilizing federal funds effectively. Structural inefficiencies, limited capacity, and a fragmented approach to grant management contribute to the state's underperformance relative to its peers. While OFA was created to address the gaps, inconsistent leadership and an unclear vision hindered the office's ability to fully realize its mandate. This legacy of missed opportunities has underscored the need for a cohesive strategy to optimize federal funding for Nevada's communities.

Under new leadership, OFA has embraced a renewed vision centered on innovation, accountability, and collaboration. The office is now focused on creating a unified federal funding strategy that:

- (1) Streamlines Processes: supporting the development and implementation of a centralized grant management system to enhance efficiency, transparency, and compliance.
- (2) Builds Capacity: empowering stakeholders through targeted training programs, peer-learning networks, and resource-sharing initiatives.
 - Fosters Collaboration: strengthening partnerships between state agencies, tribal governments, nonprofits, and private entities to align efforts and maximize impact.
- (3) Drives Results: establishing clear performance metrics and data-driven feedback loops to evaluate progress and refine strategies.

The new strategic direction emphasizes four key goals:

- (1) Maximizing Federal Opportunities: proactively identifying and pursuing federal grants that align with Nevada's priorities in education, healthcare, infrastructure, and economic development.
- (2) Enhancing Stakeholder Engagement: building stronger relationships with partners across the state to ensure their needs and challenges are addressed effectively.
- (3) Promoting Sustainable Practices: ensuring that federal funds are utilized responsibly and strategically to deliver long-term benefits to Nevada's communities.

- Transforming Grant Management Culture: cultivating a culture of excellence, where grant management is recognized as a critical driver of state success and innovation.

Recognizing the urgency to bridge historical gaps, OFA is implementing initiatives designed to make up for lost time. These include accelerating training programs and offering foundational and advanced training to rapidly build capacity among stakeholders. There is also the continued effort to create a centralized platform to simplify and standardize grant management processes and expand technical assistance to provide real-time support for stakeholders to address immediate challenges and enhance grant performance.

With a clear vision and actionable plan, OFA is charting a bold course for the future. By addressing systemic barriers, building capacity, and fostering collaboration, OFA is ensuring that Nevada not only competes but thrives in securing and utilizing federal funding. This new strategic direction represents a pivotal shift for the state, focusing on leveraging federal resources to deliver meaningful and measurable benefits to the people of Nevada.

Through this refined and focused approach, OFA is delivering on its promise to maximize federal funding and transform Nevada's grant management landscape for the better.

Stakeholder Engagement and Professional Development

Effective stakeholder engagement and training are vital components of the OFA's mission to maximize federal funding impact across the state. Over the past biennium, OFA has focused on building capacity, fostering collaboration, and addressing diverse stakeholder needs through targeted training programs and resource-sharing initiatives. This section highlights the insights gained from participant feedback, the effectiveness of our tailored training sessions, and strategies for strengthening engagement to support Nevada's federal funding ecosystem.

Biennial Training Events

Month '23	Event	Month '24	Event
January	Grants 101 (in-person)	January	Introduction to post-grant award management series
February	Grants 101	February	Compliance and regulatory guidelines
March	Federal Grant Matching and the Nevada Grant Matching Program	March	Post-award financial management
April	How to Find a Federal Grant	April	Programmatic management and implementation of your award
May	State Processes and Federal Grant Timelines	May	Risk management in post-award management
June	Overview of the revised Nevada Grant Manual	June	Success as a subrecipient
July	Introduction to Grant Writing: Developing your common grant application	July	Allowability and cost principles
August	Developing a Scope of Work and Budget	August ²	Matrix of Effort (data collection exercise)
September	Overview of the SFY24 GMP	September	Unlocking Federal Funding
October	Success as a Pass-through-Entity	October	Connecting People to Policy
November	Question Hour with OFA	November	Tribal Workshops (in-person)
December	-	December	Statewide 2 CFR 200 Regulatory Changes training (in-person)

² This indicates a transition in leadership and reflects the current leadership team.

Overview of Attendee Experience Levels

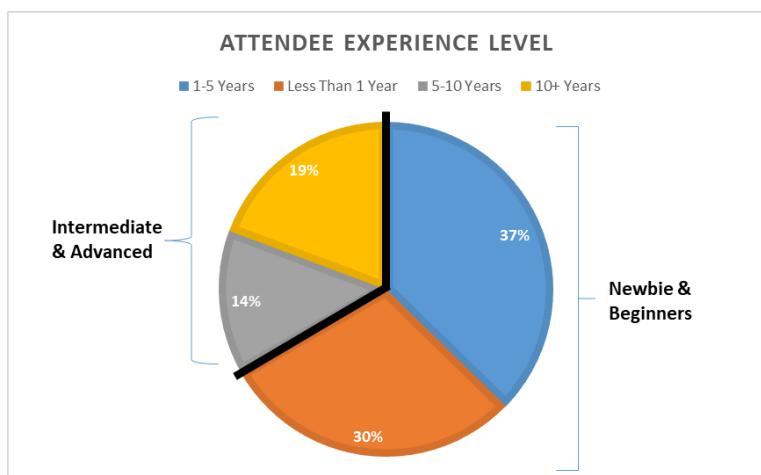
The participant data collected highlights a diverse group of professionals engaging with the OFA training programs. Notable insights include:

1-5 Years of Experience (37.3%): the largest group, indicating a significant number of participants who are relatively new to grant management. This group benefits most from foundational training in grant discovery, application processes, and compliance basics.

Less Than 1 Year of Experience (29.4%): new professional entering the grant management field, likely requiring introductory-level support, mentorship, and resources to navigate the complexities of federal funding.

5-10 Years of Experience (14%): professionals with mid-level expertise who may seek more advanced strategies, such as competitive grant applications and monitoring and evaluation frameworks.

10+ Years of Experience (19.3%): experienced professional who can contribute to peer-learning networks while benefiting from the updates on regulatory changes, innovative tools, and high-level strategic approaches.



This mix of experience levels underscores the importance of tailoring training programs to address varied skill sets, ensuring all participants leave with actionable insights.

Attendee Feedback on Training

Survey results reveal a disparity in post-training application of provided materials. 64.7% of attendees indicated they had not utilized resource materials post-training while 35.3% of attendees indicated they had, particularly, the recorded sessions and compliance guides. While resource utilization is promising for a portion of those who participated, the

data suggests the need for improved follow-up to bridge the gap between training participation and practical application.

Attendees would benefit from post-training "office hours" to address questions and help with applying new knowledge as well as accessible online, searchable resource repositories for quick access to training materials including real-world case studies and templates that attendees can directly adapt to their work.

Qualitative feedback on satisfaction reflects positive impacts for those who participated and engaged with materials, including comments from participants who shared noted resources with co-workers and leadership, thereby enhancing team-wide capacity. Additionally, recorded trainings were being identified as a highly valued resource, offering flexibility and reinforcing learning at each participants' own pace. This feedback underscores the importance of providing diverse resources to meet varying learning styles and the needs of both organizations and individuals.

Implications

The insights from stakeholder feedback and training evaluations underscore the importance of tailoring programs to meet diverse needs while enhancing resources accessibility and collaboration. These findings inform actionable

strategies to optimize training effectiveness, deepen stakeholder engagement, and address barriers to federal funding acquisition. By leveraging these lessons, the OFA can further empower stakeholders and strengthen the state's capacity to secure and manage federal grants effectively.

The OFA recognizes the importance of creating training programs and engagement strategies that address the diverse needs of stakeholders. By analyzing attendee feedback and outcomes, OFA has identified several actionable enhancements to ensure the success of its efforts.

To meet the varying levels of expertise among participants, OFA is committed to implementing tiered training programs designed for distinct experience levels. For beginners with less than five years of experience, training sessions will focus on foundational grant management skills such as grant discovery, proposal writing, and compliance basics. For those with mid-level expertise, intermediate training will provide more advanced strategies, including competitive grant applications, managing subrecipients, and post-award compliance. For experienced professionals, advanced sessions will explore strategic topics like leveraging public-private partnerships, navigating complex federal regulations, and mastering high-level grant administration. These tailored programs will ensure participants, regardless of experience, receive content that is relevant and impactful.

Key Insights from the 2024 and 2023 Inquiries

The OFA serves as a vital resource for stakeholders navigating the complexities of federal funding. By analyzing inquiries received from 2023 and 2024, we gain valuable insights into the common challenges faced by state agencies, nonprofits, and local entities. This section highlights the recurring themes in stakeholder questions and how OFA's tailored support has addressed their needs.

Frequent topics of inquiry include:

- **Sub awarding processes and templates:** many stakeholders sought guidance on subgrant processes, including template usage and compliance. These inquiries suggest a need for clear, accessible resources on pass-through entity requirements.
- **Federal Systems (e.g., SAM.gov, Grants.gov):** stakeholders frequently asked about navigation and troubleshooting within federal grant platforms. Questions are often focused on registration, updates, or resolving issues with these systems.
- **Work Program and Carryover Guidance:** Inquiries about managing work programs and carryover funds highlight the need for specialized training on grant lifecycle management.
- **Grant Discovery and Funding Opportunities:** requests for information on available grants and support in applying for funding opportunities were common. This underscores the demand for tools and training on identifying and pursuing grants effectively.
- **Compliance Questions:** stakeholders asked about federal compliance requirements, such as Title VI or matching assistance, reflecting the ongoing need for guidance in understanding and meeting regulatory expectations.

The inquiries span various stakeholder groups, including state agencies (e.g., the Department of Motor Vehicles, Nevada Department of Education), local governments, nonprofits, and private organizations. This diversity indicates the broad reach and essential function of OFA in serving as a centralized resource.

Responses often include spending specific resources, such as subgrant manuals, tutorial videos, or recorded training material. Quick response times and tailored assistance contributed to stakeholder satisfaction and problem resolution. Inquiries in 2024 seemed to focus heavily on operational and procedural questions while

those received in 2023 were similar in nature but also included more requests for strategic guidance, such as matching assistance and funding alignment with state priorities.

By addressing common challenges proactively through training, resource development, and technical assistance, OFA can further enhance its impact and strengthen stakeholder relationships.

Innovations in Grant Management

The State of Nevada in collaboration with OFA and the Office of Project Management (OPM) has made substantial advancements in grant management. Efforts are central to ensure the state's federal funding ecosystem operates with greater transparency, efficiency, and accountability. Below are key highlights in grant management innovations.

Phase 2A: The CORE.NV Grants Management System

OFA is providing subject matter expertise for the CORE.NV Phase 2A FIN Transformation, which will introduce a centralized Grant Management System (GMS) to track all federal grants pursued and awarded by state agencies. This platform will streamline grant data collection and management, aligning with OFA's Five-Year Strategic Plan (see Appendix III) to enhance transparency and improve federal award tracking. See Figure 1, CORE.NV Gantt.

Features of CORE.NV GMS

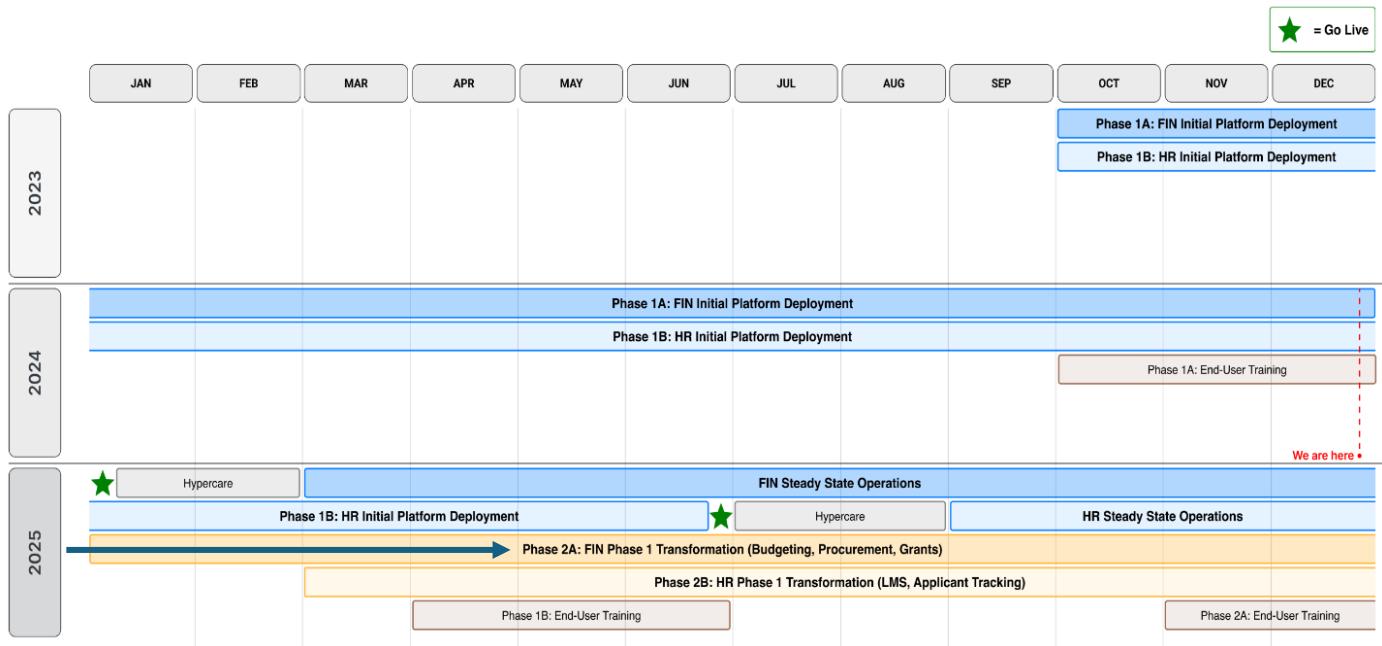


Figure 1CORE.NV Gantt

1. Real-Time Data Access: Agencies will have immediate access to critical grant data, enabling more efficient management and reporting.
2. Centralized Repository: A single database will consolidate grant information, ensuring consistency and reducing duplicative efforts.
3. Improved Compliance: Automated features will support federal guidelines, minimizing risks of non-compliance and enhancing audit readiness.

4. Self-Risk Assessments: Agencies will use questionnaires to evaluate compliance and identify areas needing additional oversight or technical support.

Interim Solutions: NV Grants Repository

While CORE.NV is being fully implemented, OFA has introduced the NV GRANTS Repository and Notification Tracking System to provide immediate enhancements in grant management. This interim system serves a centralized platform for collecting and tracking federal award data, ensuring better oversight and strategic planning.

The NV GRANTS Repository provides:

1. Comprehensive Tracking: maintains an up-to-date list of all federal awards, categorized as new, continuing, ended, or subawards.
2. Budget Integration: Aligns federal funding data with Nevada's state budget processes for strategic planning.
3. Transparency: Provides timely updates and makes award data accessible for public and legislative review.
4. Organized Documentation: Enables agencies to upload and monitor critical documents, such as financial award letters and grant agreements, into a standardized SharePoint system.

OFA has worked with the Governor's Finance Office, the Office of Project Management, and the Audit Division to establish a data sharing relationship to foster seamless coordination to allow for accurate performance assessments and streamlined processes where data being collected by OFA is informing the build of the GMS by OPM.

As the CORE.NV GMS becomes operational, data from the NV GRANTS Repository will migrate into the new system, ensuring a smooth transition and continuity in grant management processes. This automated system will build on the repository by (1) providing advanced reporting and analytic capabilities, (2) supporting modular additions for evolving needs, and (3) enabling dynamic, user-friendly interfaces to improve accessibility for all stakeholders.

Goals and Objectives

OFA's plan for federal grant management is built around a structured framework of short-, medium-, and long-term objectives. These objectives are designed to address the key challenges identified through previous audits and evaluations while capitalizing on new opportunities to maximize federal assistance.

Each phase aims to progressively improve the state's capacity to access and manage federal funds, ultimately enhancing the impact of these funds on the state's economic and social well-being. The strategic goals reflect the need for improved capacity, compliance, and collaboration.

Short-Term Objectives

The focus for the short-term is on immediate actions that can result in tangible outcomes, particularly in areas of pressing need, such as healthcare, education, and workforce development.

Goal: Increase the number of federal grants awarded to Nevada by 10% of the next year.

Target Areas: Healthcare, education, and workforce development.

Actions: Launch targeted training workshops for state agencies, expand grant technical assistance, writing, and management support, and introduce basic compliance measures to streamline the grant application process (i.e., statewide guidance memos)

Measurable Outcomes:

Number of grants (discretionary and non-discretionary) awarded to the State of Nevada.

Percentage increase in grant funds secured.

Number of workshops and training sessions conducted for state agencies.

Medium-Term Objectives

The medium-term focus is on building sustainable systems and improving the overall capacity of state agencies to manage federal funds more efficiently.

Goal: Strengthen grant management capacity by supporting the implementation of the Centralized Grant Management System (CGMS) across all state agencies.

Target Areas: Grant application processes, compliance, financial tracking, and inter-agency coordination.

Actions: Roll out the CGMS to streamline grant tracking, reporting, and monitoring; improve data-sharing systems between state and local agencies; and enhance compliance procedures through automated tools.

Measurable Outcomes:

Number of agencies using the CGMS.

Compliance improvement percentages across agencies.

Reduction in administrative burden for grant applications.

Improved reporting accuracy and timeliness.

Long-Term Objectives

In the long term, Nevada aims to foster a culture of continuous improvement, collaboration, and increase competitiveness for discretionary grants.

Goal: Enhance Nevada's ability to compete for discretionary grants by building a statewide culture of collaboration, compliance, and innovation.

Target Areas: Discretionary grants, public-private partnerships, and long-term economic development projects.

Actions: Foster partnerships with local governments, private sector entities, and community organizations to pursue large-scale, transformative federal grants; establish best practices for grant management across all sectors; and continuously improve grant application strategies base on past performance.

Measurable Outcomes:

Number of discretionary grants pursued and awarded.

Total federal funds received.

Jobs created through federal-funded projects.

Improvement in statewide ranking for federal funding per capita.

Outcomes Chart				
Phase	Strategic Goal	Actions	Measurable Outcomes	Timeline
Short-Term	Increase number of federal grants by 10%	(1) Conduct workshops for state agencies (2) Expand grant support (3) Streamline compliance measures	(1) 10% increase in grants awarded (2) Number of workshops conducted (3) Number of monitoring site visits conducted (4) Number of site visit findings (5) Percentage increase in federal funds secured	1 Year
Medium-Term	Strengthen grant management capacity via CGMS	(1) Implement CGMS across all state agencies (2) Improve data-sharing protocols (3) Automate compliance tracking	(1) Number of state agencies using CGMS (2) Compliance improvement percentages (3) Reduction in administrative burdens (4) Improved reporting accuracy and timeliness	2-3 Years
Long-Term	Build a statewide culture for competing for discretionary grants	(1) Foster public-private partnerships (2) Establish best practices (3) Create continuous improvement processes	(1) Number of discretionary grants awarded (2) Jobs created through grants (state positions?) (3) Increase in total federal funds received by state agencies (4) Improvements in Nevada's federal funding per capita ranking	4-5 Years and beyond

The strategic goals will be achieved through a coordinated effort among state agencies, local governments, and tribal partners, supported by sufficient resources and clearly defined responsibilities.

Timelines	Each goal is accompanied by timelines for completion with goals being set within a short-, medium-, and long-term period.
Responsible Agencies	Each objective will be spearheaded by designated partners in coordination with the Governor's Office of Federal Assistance. The CGMS rollout, for example, will be managed by CoreNV and in collaboration with OFA, while grant writing and compliance workshops will be facilitated by the OFA and supported by various partners with capacity to provide subject matter expertise.
Coordination Mechanism	Regular interagency meetings, workshops, and feedback loops to ensure that all stakeholders are aligned with the state's priorities. Data-sharing and real-time monitoring of grant applications.
Required Resources	Achieving these goals will require an investment in personnel, including grant writers and compliance officers, technology, i.e., the CGMS software solution, and expertise to include training and capacity building.

Conclusion

The Governor's Office of Federal Assistance is making significant progress in addressing historical challenges, building capacity, and creating a unified and collaborative federal funding ecosystem for Nevada. Through the leadership established in August of 2024, OFA has embarked on a transformative journey guided by a clear vision, comprehensive planning, and a renewed commitment to transparency and accountability.

Over the past two years, OFA has achieved milestones that underscore its dedication to maximizing federal funding opportunities for the state. From extensive stakeholder engagement through workshops, training programs, strategic partnerships, the statewide federal grant finder resource, and the NV GRANTS Repository, the office has redefined its role as Nevada's centralized resource for federal assistance.

The implementation of streamlined processes, such as the Federal Assistance Notification Form, demonstrates OFAs ability to enhance operational efficiency and transparency. Initiatives like the Silver State Grants Conference revival and the facilitation of consortium-driven grant applications showcase OFAs leadership in fostering collaboration and innovation. These efforts have begun to address the long-standing barriers to federal funding acquisition and utilization, paving the way for a stronger and more resilient Nevada.

Despite the challenges faced in rebuilding credibility and navigating the *storming* phase of organizational development, OFA has embraced these moments as opportunities to evolve and grow. By leveraging feedback, adopting cutting-edge technology, and fostering cross-sector partnerships, the office has created a foundation for sustainable success in the years to come.

Looking ahead, OFA remains steadfast in its mission to empower stakeholders, optimize federal funding, and ensure that every dollar awarded contributes meaningfully to Nevada's communities. As we move into the next biennium, OFA invites Nevada's leaders, state agencies, and stakeholders to join in this collective effort to create lasting impacts. Together, we can fulfill the promise of federal assistance and build a brighter, more equitable future for all Nevadans.

APPENDICES

Appendix I

Building Capacity and Efficiency through Task Optimization: Reflecting on the Matrix of Effort Exercise

The Nevada Governor's Office of Federal Assistance (OFA) initiated a comprehensive evaluation of state-level efforts to optimize task management across various sectors. The goal is to build capacity, reduce inefficiencies, and maximize the strategic use of resources. This analysis examines tasks by their effort and benefit, providing recommendations that align with the state's broader plan to improve federal funding performance, collaboration, and long-term growth.

Key Insights from the Matrix of Effort Exercise

1. Identifying Time-Draining Tasks with Limited Benefit

- Tasks categorized as “time draining” pose significant barriers to efficiency across state operations. These tasks consume considerable resources but yield minimal impact, making them prime candidates for restructuring or automation. Key trends in this category show:
 - A disproportionate amount of effort is spent on compliance reporting, which could be streamlined by the adoption of a centralized grant management system (CGMS).
 - Fragmented communication and administrative redundancies between agencies lead to duplicated work with limited return.

2. Busy Work: Minor Effort with Minimal Benefit

- Tasks falling under this category, while not resource-intensive, accumulate to reduce overall productivity. These “busy work” activities include low-level administrative tasks, which could be delegated or automated to free up time for more strategic functions. The data suggests:
 - Minor tasks related to internal approvals and manual data entry are widespread but offer little long-term benefit to the state’s strategic objectives.
 - Consolidating platforms for task management and increasing delegation for low-level tasks could enhance overall productivity.

3. Strategic Investments: High Effort with High Benefit

- This category identifies critical tasks that require significant effort but offer high strategic value, especially in securing federal funds and driving long-term state growth. These tasks typically involve:
 - Cross-agency collaboration and data-sharing, particularly in grant writing and federal funding acquisition.
 - Alignment with Nevada’s long-term goals in education, infrastructure, and economic development.
 - Investments in public-private partnerships (PPPs) to expand Nevada’s capacity for securing large-scale federal funding.

4. Quick Wins: Minor Effort with High Benefit

- The “quick wins” category identifies opportunities to achieve significant outcomes with minimal effort, providing an immediate return on investment. Trends show:
 - Streamlining reporting processes and establishing quick feedback loops in the CGMS can provide immediate benefits in terms of compliance and fund management.

- Expanding training programs for state employees in grant management can yield quick improvements in federal funding acquisition.

The Nevada State Plan

Capacity Building

The Nevada State Plan for Maximizing Federal Assistance emphasizes the need to build internal capacity to manage federal funds effectively. The Matrix of Effort results provide actionable insights into where resources can be reallocated to improve efficiency.

Streamlining through Centralized Systems

A key objective in the state plan is the centralization of grant management through the CGMS. The data strongly supports the need for this system:

- The high prevalence of time-draining tasks highlights the inefficiencies caused by decentralized operations.
- The implementation of the CGMS can directly reduce redundant administrative tasks and improve inter-agency communication, leading to a more coordinated approach to federal funding.

Strategic Focus on Public-Private Partnerships

The strategic investments in the Matrix of Effort align with the state's goal to expand public-private partnerships. By focusing on high-effort, high-benefit tasks that support Nevada's infrastructure and workforce development, Nevada can better compete for federal discretionary grants.

Recommendations for Capacity Enhancement and Task Optimization

Automate Time-Draining Tasks

Actionable Priority: Implement Automation Tools to Reduce Redundant Work

Time-draining tasks with significant effort and minimal benefit, such as compliance reporting and manual data entry, can be reduced through automation with the CORE.NV Grant Management System (CGMS), as highlighted in the OFA 5-Year Strategic Plan.

- **Alignment with the State Plan:** the 5-Year Strategic Plan emphasizes the need to streamline post-award monitoring and compliance (Goal 2, Objective 2.2) by implementing tools within the CORE.NV system to ease administrative burdens. Automation of these tasks will ensure better compliance, enhance reporting accuracy, and reduce time spent on non-value-adding activities.
- **Actionable insight:** Develop pre-configured workflows and automated compliance checklists for tasks identified as time-consuming (e.g., internal approvals, multi-level reviews). This will directly reduce the effort needed to comply with federal regulations and improve staff capacity to handle higher-value tasks like proposal development and award management.

Delegate and Streamline Busy Work

Actionable Priority: Establish Clear Delegation and Digital Task Tracking

“Busy work” tasks (minor effort, limited benefit) such as internal coordination meetings and routine documentation can be effectively delegated to junior staff or automated to free senior staff for strategic tasks.

- **Alignment with the State Plan:** the 5-Year Strategic Plan highlights the expansion of education and training (Goal 4, Objective 4.3) and the implementation of a centralized online platform (Objective 1.2) for proposal review. These initiatives will allow for efficient delegation of minor tasks, particularly in documentation handling and tracking grant activities across multiple agencies.
- **Actionable Insight:** use the digital tools in the CORE.NV system to track and manage low-impact administrative tasks. Junior staff can be trained through online modules (developed under Objective 4.4) to manage these tasks independently. This will enable senior staff to focus on strategic tasks like federal grant negotiations and collaborations with external partners.

Focus on Quick Wins

Actionable Priority: Identify and Scale quick Wins through Targeted Investments

Quick wins, or tasks that require minor effort but yield significant benefit, provide immediate opportunities to build momentum. Identifying and expanding these can generate rapid improvements in grant management and federal funding acquisition.

- **Alignment with the State Plan:** the 5-Year Strategic Plan emphasizes the need for short-term goals that enhance grant submission capacity and foster compliance (Goal 1, Objective 1.1). By focusing on “quick wins” such as improving training programs and deploying compliance tracking tools, Nevada can achieve rapid increases in federal grant awards.
- **Actionable Insight:** prioritize expanding access to training workshops (Objective 1.3) and integrating compliance dashboards (Objective 3.2) to support state agencies in securing more federal grants. These quick wins will build internal capacity without requiring extensive investments, aligning with the state’s goal to increase grants funds by 10% in the short term.

Prioritize Strategic Investments

Actionable Priority: Channel Resources into High-Benefit, High-Effort Tasks

Strategic tasks that are high effort but result in substantial benefits, such as cross-agency collaboration and public-private partnerships, should receive focused attention. These tasks are crucial for securing discretionary federal grants and driving long-term economic growth.

- **Alignment with the State Plan:** the 5-Year Strategic Plan highlights the importance of enhancing proposal review and submission (Goal 1, Objective 1.4), as well as fostering public-private partnerships in high-demand sectors (Goal 3, Objective 3.3.). These initiatives align with the broader objective of maximizing federal assistance and securing large-scale funding for infrastructure and economic development projects (Nevada State Plan for Maximizing Federal Assistance).
- **Actionable Insight:** invest in advanced training and collaboration platforms that facilitate partnerships between state agencies and private sector entities. Implement peer-learning networks (Objective 4.5) to enable knowledge sharing between agencies, helping them leverage resources more effectively to secure larger federal awards.

Leverage Data to Enhance Grant Management Systems

Actionable Priority: Build Data-Driven Feedback Loops for Continuous Improvement

Implementing real-time data tracking and feedback systems through the CORE.NV GMS will provide actionable insights into the performance of state agencies in managing federal grants. This ensures that capacity-building efforts are continuously refined and aligned with evolving federal requirements.

- **Alignment with the State Plan:** the 5-Year Strategic Plan calls for the establishment of a centralized compliance reporting dashboard (Goal 3, Objective 3.2) and the creation of feedback loops through compliance audits and knowledge hubs. Real-time data tracking will facilitate continuous evaluation of grant programs, allowing for timely adjustments to strategies.
- **Actionable Insight:** use live data exchanges from the compliance dashboard to track key performance indicators (KPIs) such as grant proposal success rates, compliance and performance, and post-award monitoring results. This data will validate ongoing action plans and enable Nevada to adapt its grant management processes in real time, ensuring sustained improvement in grant acquisition and compliance.

Conclusion

The insights derived from the Matrix of Effort exercise provide a clear path for optimizing task management within Nevada's state agencies. By categorizing tasks based on effort and benefit, we have identified key opportunities for streamlining operations, enhancing capacity, and focusing on high-impact initiatives. This approach directly supports Nevada's strategic goals of improving federal grant acquisition, fostering public-private partnerships, and driving long-term economic growth.

Through the implementation of automation, delegation of low-value tasks, and a focus on quick wins, Nevada can build a more efficient and responsive state system. These actions align with the broader objectives of the OFA 5-Year Strategic Plan, emphasizing the importance of capacity building, collaboration, and data-driven decision-making.

As we move forward, leveraging real-time data and feedback through CORE.NV Grant Management System will ensure that these strategies are continuously validated and refined. This approach will strengthen Nevada's position in securing federal funds but also create a sustainable and equitable system that benefits all communities across the state. With these concerted efforts, Nevada is poised to increase its share of federal funding, improve grant management practices, and ensure a lasting positive impact on the state's economic and social well-being.

Together, these recommendations will enhance the state's ability to navigate the complex landscape of federal funding, reduce inefficiencies, and prioritize impactful initiatives. By fostering collaboration and innovation, Nevada will not only meet immediate goals but also lay the groundwork for sustained growth and development in the years to come.

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State Plan: Appendix II

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Executive Summary

Federal grants play a critical role in funding essential programs across Nevada, including healthcare, education, infrastructure development, and public safety. However, Nevada has consistently underperformed in securing federal funding compared to other states, ranking near the bottom in per capita federal grant awards. This underperformance has resulted from several systemic issues, including fragmented grant management systems, insufficient coordination across agencies, and legislative barriers such as *supplanting* provisions in Nevada Revised Statute (NRS) 353.335, which have discouraged state agencies from aggressively pursuing federal grants.

In response to these challenges, Nevada has adopted a new state plan to maximize federal assistance, focusing on proactive grant-seeking, building internal capacity, and fostering collaboration across state, local, and tribal governments, as well as with the private sector. This plan is centered around three key areas:

Capacity Building: The plan emphasizes training and providing resources to state agencies to strengthen their ability to apply for and manage federal grants. The Governor's Office of Federal Assistance (OFA) will also serve as a prime recipient and pass-through entity to support local governments and nonprofits in accessing federal funds.

Centralization and Streamlining: Nevada will implement a Centralized Grant Management System (CGMS) to consolidate grant application, tracking, and reporting processes across all state agencies. This system will ensure real-time monitoring, standardized procedures, and enhanced data sharing, leading to greater efficiency and transparency.

Collaboration and Partnerships: The plan promotes fostering partnerships with local governments, tribal entities, nonprofits, and the private sector to maximize the impact of federal funds. Public-private partnerships will be particularly critical for securing federal discretionary grants and supporting long-term economic development.

The strategic goals are broken down into short-term, medium-term, and long-term objectives. In the short term, the plan aims to increase the number of federal grants awarded to Nevada by 10%. Over the medium and long term, it seeks to improve grant management capacity and foster a statewide culture of continuous improvement and collaboration.

The plan also prioritizes **compliance** through robust monitoring and advisory support, ensuring that Nevada meets all federal grant requirements and avoids financial penalties. The Nevada Advisory Council on Federal Assistance will provide ongoing advocacy on behalf of the state and support, while the OFA will develop compliance tools, such as self-risk assessment questionnaires and monitoring schedules.

A key element of the plan's success is the **Nevada GRANTS Repository**, which will act as an interim data collection system until the automated CORE.NV CGMS system is fully implemented. This repository will track all federal awards, facilitate monitoring, and enhance transparency.

This state plan marks a turning point in Nevada's approach to federal funding. By addressing historical barriers and implementing structured processes, Nevada is well-positioned to increase its share of federal dollars, improve services for residents, and relieve pressure on local budgets. The plan provides a comprehensive roadmap for ensuring that federal funds are effectively utilized to support the state's growth and development.

1. Background and Overview of Federal Assistance

Federal grants are a crucial source of funding for state programs across the country, and Nevada is no exception. These funds support a wide range of essential services, including healthcare, education, infrastructure development, public safety, and community services. In a typical year, the federal government distributes between \$700 and \$800 billion to states and localities through more than 1,200 different programs (Nevada Grant Lab, 2023). Despite the vital role these funds play, Nevada consistently ranks near the bottom in per capita federal funding across numerous key sectors. For example, Nevada ranks 45th overall in federal funding per capita, and even lower in specific categories like education (54th), healthcare (55th, excluding Medicaid), and income security (51st) (Nevada Grant Lab, 2023)³.

Historically, Nevada's underperformance in securing federal funds has been driven by several factors. First, the state's smaller population relative to other states often puts it at a disadvantage in formula-based grant programs, which allocate funds based on population size. Second, the state has struggled with fragmented grant management systems and insufficient coordination between state agencies, making it difficult to streamline grant applications and track federal awards. Nevada's grant-seeking efforts have been largely reactive, with agencies applying for grants as they become available rather than proactively identifying funding opportunities that align with the state's strategic priorities.

1.1 Historical Barriers and Legislative Challenges

Several key evaluations and task forces have highlighted these challenges over the years. Governor Guinn's Task Force on Tax Policy in 2002 and the Nevada Spending and Government Efficiency (SAGE) Commission in 2010 both pointed to the state's underperformance in federal grant acquisition (Guinn Center, 2021)⁴. These task forces underscored the need for more centralized grant management processes and better coordination across agencies. In response to these concerns, the Nevada Legislature passed the Assembly Bill 445 (AB455) in 2021, which created the Governor's Office of Federal Assistance (OFA). The OFA was established with a clear mandate: to develop a statewide plan to maximize federal assistance, centralize grant management processes, and improve Nevada's overall competitiveness in securing federal grants.

While the establishment of the OFA marked a significant step forward, deeper systemic changes are still necessary. One of the most pressing legislative barriers Nevada faces is the restrictive language found in its state budgetary laws, Nevada Revised Statute (NRS) 353.335, which addressed the Authorized Expenditures Act. Under this law, state agencies that receive new federal grants may see their fund appropriations reduced because of the new funds—known as the “supplanting” issues. This has disincentivized state agencies from aggressively pursuing federal grants because they face the risk of losing state funds when new federal money is secured.

NRS 353.335, which governs how agencies' budgets are adjusted when they receive federal funds, includes language that effectively reduces the general fund appropriation to an agency when federal funds are received. This reduction is designed to prevent *supplanting* or replacing state funds with federal funds. While the statute includes a provision allowing agencies to demonstrate that the new grant funds will not supplant existing state funding, the burden of proof rests heavily on the agency. This administrative burden and uncertainty around the approval of exceptions to the supplanting rule discourage agencies from aggressively seeking new federal funding opportunities, even when such grants could significantly benefit the state.

³ Nevada Grant Lab. (2023). *Getting Nevadans Their Fair Share of Federal Grants: Reforms, Improvements, and Investments*. Retrieved from [Nevada Grant Lab](https://nevadagrantlab.org/reports/getting-nevadans-their-fair-share-of-federal-grants-reforms-improvements-and-investments/).

⁴ Guinn Center for Policy Priorities. (2021). *Nevada Federal Grant Performance Report*. Retrieved from Guinn Center.

The impact of this legislative barrier cannot be overstated. This supplanting concern has created a culture where state agencies are hesitant to pursue additional federal funding, even when it could fill critical funding gaps. Agencies are often reluctant to take on the additional workload that comes with federal grants without a guarantee of sufficient resources to manage the increased demands. Nevada continues to leave funding on the table and continues to see shortfalls in funding that places additional pressure on local taxes and fees, and leaves key programs, especially in healthcare and education, underfunded.

1.2 Nevada's Philosophy in Seeking Grants

Given the various challenges Nevada has faced in securing federal funds, the state must adopt a more strategic approach and proactive approach to grant-seeking. In the past, Nevada relied heavily on a reactive strategy, pursuing grants only as they became available. This approach is no longer sustainable. As outlined in Governor Lombardo's Three-Year Strategic Plan, the state must shift toward a more integrated and intentional strategy that aligns federal grant opportunities with the broader goals of economic growth, workforce development, healthcare, and infrastructure improvement (Lombard, J., 2023)⁵. The strategic priorities outlined in the Governor's plan emphasize the need for Nevada to "create jobs and support economic development, protect our most vulnerable residents, and invest in education and infrastructure". This vision requires a more coordinated effort in securing federal funding, ensuring that federal grants are utilized to advance the state's priorities, including housing, transportation, healthcare access, and education reform.

This state plan reflects this shift in philosophy. It emphasizes building the capacity of state agencies to apply for and manage federal grants, improving inter-agency coordination, and leveraging public-private partnership to enhance Nevada's ability to compete for discretionary grants, and a more balanced approach that combines proactive and reactive strategies to ensure that Nevada not only responds to available federal funding opportunities but also actively seeks grants that align with the state's long-term strategic priorities. By adopting a proactive and collaborative approach, Nevada can ensure that federal funds are used to their fullest potential, benefiting the state's residents and economy.

The creation of this state plan marks a turning point in Nevada's approach to federal funding. The plan addresses key systemic issues identified in previous audits and evaluations and offers a roadmap for overcoming them. It is designed to position Nevada as a competitive force in securing federal grants, with the goal of increasing the state's federal funding per capita, improving services for Nevada residents, and relieving pressure on local budgets.

At its core, this plan focuses on three key strategic focus areas:

(1) Capacity Building

- A critical aspect of Nevada's new philosophy is building the capacity of state agencies to effectively apply for and manage federal grants. Creating more efficient government operations and improving accountability across state agencies are top priorities. To support this, the state must provide specialized training, tools, and resources to help state agencies strengthen their grant-seeking efforts and compliance with federal requirements, including:
 - Investing in grant writing and management training for state employees, ensuring they have the knowledge and skills needed to navigate the complexities of federal grants,
 - Established dedicated grant managers and writers within the centralized grant office to ensure focused efforts on securing federal funds and building internal capacity for grant management, and

⁵ Lombardo, J. (2023). *Governor's Three-Year Plan: Strategic Priorities for 2023-2023*. Nevada Governor's Office.

- Enhancing internal systems for monitoring and reporting grant performance to ensure compliance with federal regulations and to improve transparency and accountability.

Additionally, the Governor's Office of Federal Assistance (OFA) will serve as the prime-recipient and pass-through entity for federal grants, further enhancing Nevada's capacity to manage federal funds. By acting as a pass-through entity, the OFA will facilitate the distribution of federal funds to subrecipients, such as local governments, nonprofits, tribal entities, and other state agencies. This approach ensures that Nevada's stakeholders are supporters in their efforts to secure and manage federal funding.

- As a **prime recipient** OFA will manage large-scale federal grants that benefit statewide initiatives. By holding this responsibility, the office will directly engage with federal agencies to ensure that Nevada maximizes the impact of its federal funds.
- In its **pass-through** capacity, the OFA will distribute federal funds to subrecipients while providing technical assistance, compliance support, and oversight to ensure that these funds are used effectively at the local level. This role is vital in empowering local and tribal governments and nonprofits to participate in federal grant programs without being overwhelmed by the administrative and compliance burdens.

These capacity-building efforts will enable Nevada to apply for a broader range of federal funding and ensure agencies and subrecipients are well-equipped to manage the funds effectively once they are awarded. In turn, the state will maximize its ability to secure federal dollars that support job creation, public services, and infrastructure development.

(2) Centralization and Streamlining

- Creating efficient government operations is a key priority. Nevada will implement a Centralized Grant Management System (CGMS) that consolidates the grant application, tracking, and reporting processes across all state agencies. This system will streamline operations, reduce redundancies, and provide better oversight of grant funds, ensuring that federal dollars are spent efficiently and in compliance with federal guidelines. The CGMS will support:
 - Real-time monitoring and reporting: Agencies will be able to track the status of their grants and ensure they meet federal compliance deadlines.
 - Standardized processes: A unified system will provide consistent procedures for grant applications, reducing errors and improving the chances of securing federal funds.
 - Enhanced data sharing: By centralizing grant data, the state can ensure that information is readily available to all relevant agencies, supporting better decision-making and inter-agency collaboration.

These improvements align with Governor Lombardo's goals of enhancing government accountability and improving the transparency of state operations. By centralizing grant management, Nevada will reduce administrative burdens on state agencies while improving the efficiency of its grant-seeking efforts.

(3) Collaboration and Partnerships

- One of the key components of Nevada's philosophy is fostering greater collaboration between state agencies, local and tribal governments, nonprofits, and the private sector. According to Governor Lombardo's plan, public-private partnerships are essential for driving long-term economic growth in the state. Federal grants can play a significant role in facilitating these partnerships, particularly in areas

such as infrastructure development, housing, and education. This state plan supports a more coordinated approach to pursuing federal grants, emphasizing the need to:

- Leverage public-private partnerships to maximize the impact of federal dollars, particularly in infrastructure and workforce development projects
- Strengthen relationships with local and tribal governments to identify shared priorities and pursue joint funding opportunities, and
- Collaborate with nonprofits to ensure that federal funds reach Nevada's most vulnerable populations, addressing critical needs in healthcare, housing, and education.

By building a more collaborative environment for grant-seeking, Nevada can ensure that federal funds are utilized in ways that benefit the entire state, from urban centers to rural and tribal communities.

The strategic goals and objectives laid out in this plan aim to create a culture of continuous improvement and a collaborative environment for grant-seeking. With this shift, Nevada can ensure that federal funds are utilized in ways that benefit the entire state, from urban centers to rural and tribal communities.

1.3 A New Approach to Federal Funding

The creation of this state plan marks a turning point in Nevada's approach to federal funding. The plan addresses key systemic issues identified in previous audits and evaluations, and it offers a roadmap for overcoming them. At its core, this plan is designed to position Nevada as a competitive force in securing federal grants, with the goal of increasing the state's federal funding per capita, improving services for Nevada residents, and relieving pressure on local budgets.

1.4 Overview of Nevada's Federal Assistance Approach

Nevada's federal assistance strategy focuses on key areas that align with the state's growth and development goals. At its core, this plan focuses on three key areas:

Focus Areas for Federal Grant Participation: The state prioritizes areas such as economic growth, job creation, and innovation, while emphasizing sectors like energy, healthcare, education, and homeland security.

Prioritization Framework: A structured framework helps determine which grants to pursue based on state needs, ensuring that resources are allocated to the most impactful opportunities.

Alignment with State Policies: All federal grant efforts are aligned with Nevada's broader policy objectives, including renewable energy, affordable housing, healthcare expansion, and public safety initiatives.

Collaboration is at the core of Nevada's approach to maximizing federal assistance. The OFA and the Nevada Advisory Council are working to foster greater collaboration not only between state agencies but also with local governments, tribal entities, nonprofits, and private sector partners. By building a more connected and transparent grant management ecosystem, Nevada can ensure that funding opportunities are shared equitably and that duplication efforts are minimized.

1.5 Strengthening Capacity and Building a Centralized Grant Management System

One of the key objectives of the Nevada OFA is to build the capacity of state agencies to not only apply for federal grants but also manage them effectively once awarded. Many agencies in Nevada face barriers such as limited staff, insufficient training, and complex regulatory requirements that impede their ability to compete for and manage grants. The OFA recognizes that overcoming these challenges requires a structured and coordinated approach.

To address these barriers, the OFA is informing the development of a Centralized Grant Management System (CGMS) in partnership with CoreNV. This system is designed to unify grant management processes across all state agencies, creating a platform where grants can be tracked, monitored, and reported in a streamlined manner. The CGMS will be an essential tool in reducing the administrative burden on agencies, allowing them to focus on more strategic aspects of grant management, such as identifying funding opportunities and ensuring compliance with federal regulations.

As part of this effort, the OFA will also host comprehensive training workshops, webinars, and peer-learning networks with state employees. These initiatives will ensure that staff across all state agencies are equipped with the knowledge and tools necessary to manage grant effectively. Additionally, the OFA's online resources will provide on-demand training resources, accessible to all state employees, further enhancing their capacity to manage federal grants.

Proactive vs. Reactive Grant-Seeking: Nevada is shifting from a reactive approach, where grants are pursued only when available, to a proactive stance. This involves anticipating future funding opportunities, aligning them with state priorities, and actively seeking grants that match these needs.

Federal Funding Grant Performance: Nevada's past performance in securing federal funds has been below the national average. Limited state capacity and fragmented coordination among agencies have been contributing factors. The state is now focused on addressing these challenges by improving internal processes and collaboration across sectors.

Collaboration and Coordination: The OFA is committed to fostering collaboration with state agencies, local governments, tribal government, and nonprofits. These partnerships are crucial in maximizing federal assistance and ensuring that Nevada's grant applications reflect diverse needs across sectors.

2. Strategic Goals and Objectives

OFA's plan for federal grant management is built around a structured framework of short-, medium-, and long-term objectives. These objectives are designed to address the key challenges identified through previous audits and evaluations while capitalizing on new opportunities to maximize federal assistance.

Each phase aims to progressively improve the state's capacity to access and manage federal funds, ultimately enhancing the impact of these funds on the state's economic and social well-being. The strategic goals reflect the need for improved capacity, compliance, and collaboration.

2.1 Short-Term Objectives

The focus for the short-term is on immediate actions that can result in tangible outcomes, particularly in areas of pressing need, such as healthcare, education, and workforce development.

Goal: Increase the number of federal grants awarded to Nevada by 10% of the next year.

Target Areas: Healthcare, education, and workforce development.

Actions: Launch targeted training workshops for state agencies, expand grant technical assistance, writing, and management support, and introduce basic compliance measures to streamline the grant application process (i.e., statewide guidance memos)

Measurable Outcomes:

Number of grants (discretionary and non-discretionary) awarded to the State of Nevada.

Percentage increase in grant funds secured.

Number of workshops and training sessions conducted for state agencies.

2.2 Medium-Term Objectives

The medium-term focus is on building sustainable systems and improving the overall capacity of state agencies to manage federal funds more efficiently.

Goal: Strengthen grant management capacity by supporting the implementation of the Centralized Grant Management System (CGMS) across all state agencies.

Target Areas: Grant application processes, compliance, financial tracking, and inter-agency coordination.

Actions: Roll out the CGMS to streamline grant tracking, reporting, and monitoring; improve data-sharing systems between state and local agencies; and enhance compliance procedures through automated tools.

Measurable Outcomes:

Number of agencies using the CGMS.

Compliance improvement percentages across agencies.

Reduction in administrative burden for grant applications.

Improved reporting accuracy and timeliness.

2.3 Long-Term Objectives

In the long term, Nevada aims to foster a culture of continuous improvement, collaboration, and increase competitiveness for discretionary grants.

Goal: Enhance Nevada's ability to compete for discretionary grants by building a statewide culture of collaboration, compliance, and innovation.

Target Areas: Discretionary grants, public-private partnerships, and long-term economic development projects.

Actions: Foster partnerships with local governments, private sector entities, and community organizations to pursue large-scale, transformative federal grants; establish best practices for grant management across all sectors; and continuously improve grant application strategies base on past performance.

Measurable Outcomes:

Number of discretionary grants pursued and awarded.

Total federal funds received.

Jobs created through federal-funded projects.

Improvement in statewide ranking for federal funding per capita.

Outcomes Chart				
Phase	Strategic Goal	Actions	Measurable Outcomes	Timeline
Short-Term	Increase number of federal grants by 10%	(4) Conduct workshops for state agencies	(6) 10% increase in grants awarded	1 Year

		(5) Expand grant support (6) Streamline compliance measures	(7) Number of workshops conducted (8) Number of monitoring site visits conducted (9) Number of site visit findings (10) Percentage increase in federal funds secured	
Medium-Term	Strengthen grant management capacity via CGMS	(4) Implement CGMS across all state agencies (5) Improve data-sharing protocols (6) Automate compliance tracking	(5) Number of state agencies using CGMS (6) Compliance improvement percentages (7) Reduction in administrative burdens (8) Improved reporting accuracy and timeliness	2-3 Years
Long-Term	Build a statewide culture for competing for discretionary grants	(4) Foster public-private partnerships (5) Establish best practices (6) Create continuous improvement processes	(5) Number of discretionary grants awarded (6) Jobs created through grants (state positions?) (7) Increase in total federal funds received by state agencies (8) Improvements in Nevada's federal funding per capita ranking	4-5 Years and beyond

2.4 Plan for Achieving Goals

The strategic goals will be achieved through a coordinated effort among state agencies, local governments, and tribal partners, supported by sufficient resources and clearly defined responsibilities.

Timelines	Each goal is accompanied by timelines for completion with goals being set within a short-, medium-, and long-term period.
Responsible Agencies	Each objective will be spearheaded by designated partners in coordination with the Governor's Office of Federal Assistance. The CGMS rollout, for example, will be managed by CoreNV and in collaboration with OFA, while grant writing and compliance workshops will be facilitated by the OFA and supported by various partners with capacity to provide subject matter expertise.
Coordination Mechanism	Regular interagency meetings, workshops, and feedback loops to ensure that all stakeholders are aligned with the state's priorities. Data-sharing and real-time monitoring of grant applications.

Required Resources	Achieving these goals will require an investment in personnel, including grant writers and compliance officers, technology, i.e., the CGMS software solution, and expertise to include training and capacity building.
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Ensuring Compliance through Monitoring and Advisory Support

Effective grant management goes beyond the successful application for and securing of funds—it requires a sustained commitment to compliance throughout the lifecycle of the grant. Federal regulations surrounding grants are complex and continuously evolving, posing significant challenges for state agencies that must adhere to strict guidelines on reporting, financial management, and program execution. Non-compliance with federal rules can result in costly financial penalties, jeopardizing ongoing funding, and limit the state's ability to secure future grants. Recognizing the critical importance of compliance, the Governor's Office of Federal Assistance has made it a central pillar of its strategic plan.

The Importance of Compliance in Federal Grant Management

Federal grants come with stringent requirements that govern how funds must be used, how performance is reported, and how projects are evaluated. These regulations are designed to ensure transparency, accountability, and effectiveness in the use of federal dollars. Non-compliance—whether due to mismanagement of funds, late reporting, or failure to meet program objectives—can lead to serious consequences, including:

Financial Penalties: Federal agencies may require the return of misused funds or impose fines for non-compliance, draining state resources and harming programs.

De-obligation of Funds: Unspent or mismanaged funds can be "de-obligated," meaning they are returned to the federal government, which deprives the state of crucial financial resources.

Ineligibility for Future Grants: States or agencies with poor compliance records may be deemed ineligible for future grant opportunities, severely limiting the potential for securing future federal funding.

To address these risks, the OFA is focused on creating a robust compliance infrastructure that ensures state agencies meet all federal regulations, including financial oversight, timely reporting, and adherence to programmatic requirements. Compliance is not simply a back-office function but a critical enabler of long-term success in securing and utilizing federal funds.

Monitoring as a Key Component of Compliance

A core strategy for ensuring compliance is the implementation of a comprehensive monitoring system.

Monitoring allows the OFA to track the performance of state agencies in managing their grants, ensuring that all requirements are met and that potential issues are identified early. To this end, the OFA developed a systematic approach to monitoring for internal monitoring, within state agencies.

Internal Monitoring:

- The OFA will collaborate with state agencies to conduct routine internal audits and assessments of grant-funded projects. This will ensure that all programs are meeting their goals, spending their funds appropriately, and complying with all federal guidelines.
- State agencies will use tools like the Centralized Grant Management System (CGMS) to document and track compliance metrics in real time, providing continuous visibility into grant activities.
- A key aspect of internal monitoring is the development of a Pre-Monitoring Self-Assessment Questionnaire, which will be rolled out across all state agencies. This self-assessment will help agencies evaluate their own practices and identify areas where they may need additional support or resources.

2.5 Role of the Nevada Advisory Council on Federal Assistance in Compliance Support

The Nevada Advisory Council on Federal Assistance plays a crucial advisory role in supporting the state's compliance efforts. Per its statutory mandate under NRS 358.040, the Council provides guidance on how state agencies can improve their compliance practices, helping to prevent potential issues before they arise. The Council's involvement in the compliance process includes:

- (1) **Providing Feedback on Compliance Tools and Processes:** The Council will evaluate the effectiveness of compliance tools like the CGMS and provide feedback on how these systems can be improved to better support agencies in meeting their regulatory obligations.

2.5 Training and Capacity Building for Compliance

One of the major barriers to compliance is the lack of capacity within state agencies to manage the complex regulatory landscape of federal grants. Many agencies are understaffed and lack the specialized expertise needed to navigate federal regulations. To address this, OFA is committed to offering comprehensive training programs that focus specifically on compliance management. This includes:

- (1) **Training on Federal Regulations:** state agencies will receive regular training on the latest federal grant regulations, ensuring that staff are up to date on compliance requirements. This training will cover key topics like financial management, reporting deadlines, and audit preparation.
- (2) **Workshops and Webinars on Best Practices:** the OFA, in partnership with the Nevada Grant Lab and other partners, will host workshops and webinars that provide practice guidance on how to manage compliance effectively. These sessions may also include case studies on compliance failures and successes to illustrate the real-world impact of proper grant management.
- (3) **Mentorship and Technical Assistance:** The OFA will provide ongoing technical assistance to state agencies, offering mentorship from compliance experts who can help agencies navigate complex federal requirements. This will ensure that even agencies with limited capacity are equipped to meet compliance obligations.

2.6 The Role of Technology in Enhancing Compliance

The Centralized Grant Management System (CGMS) plays a pivotal role in improving compliance across the state. This system will provide state agencies with the tools they need to track grant activities, report on progress, and ensure that all federal requirements are being met. The CGMS will:

- (1) **Automate Compliance Tracking:** the system will automatically flag upcoming reporting deadlines and compliance milestones, reducing the risk of missing key deadlines and ensuring that state agencies are always aware of their obligations.
- (2) **Provide Real-Time Monitoring:** with the ability to track grant activities in real time, the CGMS will allow state agencies and the OFA to proactively identify potential compliance issues before they escalate.
- (3) **Streamline Reporting:** by centralizing all grant data. The CGMS will simplify the reporting process, ensuring that agencies can provide accurate, timely reports to federal agencies without the administrative burden of managing multiple systems.

2.7 A Culture of Compliance for Sustainable Success

Ensuring compliance is not a one-time effort—it requires ongoing vigilance and a commitment to continuous improvement. By placing compliance at the heart of its strategic plan, the OFA aims to foster a culture of accountability and transparency across all state agencies. Through rigorous monitoring, advisory support from the Nevada Advisory Council on Federal Assistance, and the development of advanced tools like the CGMS,

Nevada is well-positioned to meet the complex demands of federal grant compliance. These efforts will not only protect the state from financial penalties and funding losses but will also ensure that federal grants are used efficiently and effectively to serve the people of Nevada.

3. Policy Recommendations

3.1 Legislative and Regulatory Changes

To maximize Nevada's ability to secure and manage federal grants, several legislative and regulatory reforms are necessary to create a more supportive and efficient environment for state agencies.

First, state legislative amendments should focus on aligning Nevada's laws with federal grant criteria. This includes state matching fund requirements and revising the *supplanting* language in NRS 353.335 to remove barriers that disincentivize agencies from aggressively pursuing federal funding. These changes will help remove obstacles that currently hinder Nevada's ability to compete for and utilize federal dollars effectively.

Second, Nevada should focus on streamlining grant applications by reducing bureaucratic barriers. This involves simplifying internal approval processes to speed up grant application submissions, award negotiations, and post-award management. By leveraging tools like the CORE.NV Grants Module for proposal submission, tracking, and reporting, the state can create a more efficient transparent system for managing grant applications (5-Year Strategic Plan). Such reforms would not only reduce the administrative burden but also improve the alignment of grant processes with state priorities.

3.2 Legislative Policy Adjustments

Nevada's policies must be further refined to enhance the state's eligibility for federal fund and foster stronger partnerships with the private sector. Aligning state policies with federal requirements will ensure that state agencies remain competitive in securing federal grants, particularly those that encourage collaboration across sectors. By supporting cross-sector initiatives, Nevada can improve its competitiveness in obtaining federal funding for projects like infrastructure and workforce development.

New regulations should be implemented to incentivize private-sector involvement in grant applications. Public-private partnerships are a key component of successful grant strategies, as outlined in the OFA 5-Year Strategic Plan. By fostering partnerships, Nevada can expand the scope and impact of its federal grant applications, making the state a more attractive candidate for large-scale funding.

3.3 Collaboration with the Legislature and Executive Branch

To ensure alignment across agencies, the Governor's Office of Federal Assistance will develop a formal coordination structure that involves regular engagement between the executive branch and the legislature. This coordination will allow all agencies their grant-seeking efforts with the broader state priorities, creating a unified strategy for maximizing federal assistance (5-Year Strategic Plan).

The OFA will provide regular reports and briefings to both the legislature and executive branch on grant opportunities, the status of applications, and the economic impacts of secured and funding. This will ensure that leadership is informed about the state's progress in securing federal funds, facilitating better decision-making regarding resource allocation and strategic priorities. Ongoing recommendations for legislative sessions will be based on real-time data and feedback from agencies, ensuring Nevada's legislative framework evolves to support effective grant management.

4. Data Gathering and Assessment

4.1 Metrics for Measuring Success

A critical aspect of Nevada's strategic plan is the development of clear, measurable performance indicators to track the success of the state's federal assistance efforts. These key performance indicators (KPIs) will include:

- **Number of grant awards:** tracking the increase in the number of grants awarded to state agencies.
- **Federal funds received:** measuring the total dollar of federal funds secured annually.
- **Job creation and economic impact:** monitoring the number of jobs created and the broader economic impacts of grant-funded projects.

Project timelines will be monitored to ensure that grant-funded projects are completed efficiently and in compliance with federal guidelines. These timelines will be crucial in identifying areas where the state can improve its ability to manage grant funds effectively.

4.2 Data Collection Methods

The state will implement a centralized database, supported by CORE.NV Grants Management System, to track all federal grants pursued and awarded by state agencies. This system will centralize grant data, improving transparency and allowing for more effective tracking of grant performance across the state, as outlined in the OFA 5-Year Strategic Plan. By providing real-time access to grant data, agencies will be better equipped to manage and report on their federal awards, ensuring compliance with federal guidelines.

In addition to centralizing data collection, Nevada will establish data-sharing protocols between state agencies and local governments to ensure seamless coordination in the collection and analysis of grant performance data. This improved data sharing will enable more accurate and timely assessments of grant-funded projects, helping to identify best practices and areas for improvement.

A critical component of this system will be the introduction of self-risk assessment questionnaires. This tool will allow agencies to regularly evaluate their own compliance and grant management capabilities. The results of these assessments will be used to identify high-risk areas that require additional oversight or technical assistance, providing agencies with targeted resources to improve their performance.

While the Grants Management System is implemented, to enhance Nevada's management and understanding of federal funds in the immediate, the OFA will implement the Nevada Grant Repository and Notification Tracking System (NV GRANTS). This interim system will serve as a centralized repository for collecting and tracking information on federal awards and spending the NV GRANTS repository will provide:

- (1) A comprehensive and up-to-date list of all federal awards, ensuring better oversight of funds.
- (2) Improved integration of federal funding information into Nevada's state budget processes.
- (3) Timely information on federal awards to facilitate more strategic planning.
- (4) Greater transparency by making award data available for public and legislative review.

The NV GRANTS repository will enable state agencies to upload and monitor critical grant documentation, such as financial award letters, monitoring notices, and federal grant agreements, ensuring that Nevada's federal funding efforts are organized and transparent. Until the automated CORE.NV GMS becomes fully operational, the repository will provide a vital framework for collecting and managing federal award data that can then be migrated into the GMS.

State agencies will be required to:

- (1) **Upload financial award letters and documentation** into an established SharePoint folder, following standardized naming conventions.
- (2) **Complete an inventory of federal awards** to ensure all ongoing, new, and ended grants are accurately tracked.
- (3) **Participate in monitoring reviews** conducted by the OFA, where agencies will provide updates on their grant management process.

The repository will categorize grants into four key areas:

- New Prime Awards
- Continuing Prime Awards
- Ended Awards
- Subawards

In collaboration with the Governor's Finance Office (GFO) and the Nevada State Controller's Office, the OFA will designate a point of contact within each state agency to oversee this process. These individuals will attend webinars and briefings to ensure a clear understanding of roles, responsibilities, and the importance of the repository for compliance and transparency purposes. This structure will remain in place until the automated CORE.NV system is fully implemented.

Monitoring and Reporting

The OFA will conduct annual reviews, where agencies will submit their grant documentation to the repository as part of their monitoring. This process will ensure that all federal awards are tracked and managed effectively. Monitoring outcomes will be shared with the legislature and executive branch through reports that summarize funding levels, project timelines, and any unspent balances that may need to be addressed.

4.3 Feedback Loop for Future Recommendations

Nevada will establish a comprehensive feedback loop to provide continuous improvement in federal grant management. A key part of this process is the Nevada GRANTS Repository, which will provide data on federal awards and their outcomes. This system will enable regular evaluations of the success of grant applications and management practices, ensuring that lessons learned can be used to refine future strategies.

The self-risk assessment questionnaires completed by state agencies will be a critical tool for identifying areas of non-compliance or operations inefficiencies. Data collected from these assessments will inform the development of customized monitoring plans for each agency, with a focus on improving financial management and compliance with federal regulations. The Nevada Advisory Council on Federal Assistance will play a role in analyzing these data and providing recommendations on how to support the improvement of grant management practices.

As part of the feedback loop, impact assessments conducted via the Nevada GRANTS Repository will provide valuable insights into the social, environmental, and economic outcomes of federal-grant funded projects. This information will help state agencies adjust their grant-seeking strategies to focus on high-impact programs that align with Nevada's broader strategic priorities.

The continuous improvement process will incorporate findings from self-risk assessments, impacts assessments, and repository data to inform future policy changes and strategic adjustments. The OFA will regularly review feedback from state agencies, local governments, and private-sector partners to refine the state's federal

funding strategies. This process ensures that Nevada remains competitive for future federal funds while improving the efficiency and transparency of grant management.

5. Conclusion

Nevada's state plan for maximizing federal assistance represents a significant shift in how the state approaches the acquisition and management of federal grants. By addressing long-standing barriers—such as fragmented grant management systems, legislative obstacles, and limited internal capacity—the plan sets the foundation for a more proactive, efficient, and collaborative strategy for securing federal funding.

The plan's focus on **capacity building, centralization through the Centralized Grant Management System (CGMS)** and **fostering partnerships** across public and private sectors provides a comprehensive approach to improving grant management. The introduction of interim solutions, such as the **Nevada GRANTS Repository**, will enable the state to make immediate progress while more advanced systems are developed and implemented.

By embracing a culture of compliance, continuous improvement, and inter-agency coordination, Nevada will not only increase its share of federal dollars but also ensure that these funds are used effectively to meet the state's strategic priorities. These efforts will ultimately relieve pressure on local resources, improve essential services, and position Nevada as a competitive force in securing and managing federal grants.

As Nevada implements this plan, the state will see measurable outcomes in areas such as job creation, economic development, healthcare access, education, and infrastructure. The collective efforts of the Governor's Office of Federal Assistance, the Nevada Advisory Council on Federal Assistance, and state agencies will drive the success of this plan, ensuring that Nevada maximizes every opportunity to leverage federal funds for the benefit of its residents.

This plan is not just a roadmap for short-term improvements; it is a long-term strategy that will continually adapt and evolve as Nevada strengthens its capacity and partnerships, making federal funding an integral part of the state's growth and prosperity.

Appendix III
Nevada Governor's Office of Federal Assistance
5-Year Strategic Plan

I. Executive Summary

Purpose of the Strategic Plan:

The Strategic Plan for the Nevada Governor's Office of Federal Assistance is designed to enhance the effectiveness and efficiency of federal grant management for the State of Nevada. This plan aligns with the Nevada Revised Statutes (NRS) governing the Office of Federal Assistance and aims to ensure optimal use of federal funds.

Over the next five years, the Office will focus on:

- **Enhance Proposal Review, Submission, and Grant Management Capacity**
- **Streamline Award Negotiation, Setup, and Post-Award Monitoring**
- **Strengthen Compliance, Advisory, and Regulatory Services**
- **Expand Education, Training, and Outreach**
- **Coordinate Site Improvement Visits and Audits**

Office Overview:

The Governor's Office of Federal Assistance (OFA), established under NRS 223.460, plays a pivotal role in managing and maximizing federal resources for Nevada. The Office oversees the administration of federal grants and supports state and local agencies by ensuring compliance with federal regulations and internal control frameworks.

II. Mission, Vision, and Core Values

- **Mission Statement:** The Governor's Office of Federal Assistance reduces barriers by providing inclusive, collaborative, comprehensive, and centralized support in obtaining federal dollars for Nevada.
- **Vision Statement:** The Governor's Office of Federal Assistance supports our stakeholders in obtaining, increasing, and maximizing federal assistance.
- **Core Values:**
 - **Integrity** – The Governor's Office of Federal Assistance upholds the highest standards of honesty and transparency in all our operations. We ensure that federal funds are managed with strict adherence to regulations and that our actions reflect the trust placed in us by the public and our stakeholders.
 - **Accountability** – The OFA is committed to being accountable for the effective and efficient use of federal resources. We maintain rigorous oversight and monitoring processes to ensure compliance, address deficiencies, and continuously improve our systems and practices.
 - **Collaboration** – The OFA values collaboration with state agencies, local governments, tribal governments, and nonprofit organizations. By working together, we aim to maximize federal assistance, avoid duplication of efforts, and achieve shared goals for the benefit of the state of Nevada.
 - **Excellence** – The OFA strives for excellence in grants management, from proposal review and assistance in award negotiation to post-award monitoring and compliance. We are dedicated to providing high quality services and training to enhance the capabilities of our stakeholders and improve program outcomes.

- **Transparency** – The OFA is committed to transparency in all aspects of our operations. We ensure that information about federal grants, funding, and program performance is accessible and clear, fostering trust and enabling informed decision-making.
- **Innovation** – The OFA embraces innovation to streamline grant processes, improve monitoring and compliance practices, and enhance the management of federal resources. We continuously seek new methods and tools to optimize our performance and support our stakeholders effectively.
- **Responsiveness** – The OFA is dedicated to being responsive to the needs of all our stakeholders. We actively address concerns, provide timely support, and adapt to changing circumstances to ensure successful grant administration and implementation.
- **Professionalism** – The OFA conducts our work with professionalism, respecting the diverse perspectives and contributions of our partners. We approach every task with a high level of expertise, courtesy, and dedication to achieving positive outcomes for Nevada.
- **Sustainability** – The OFA focuses on sustainable practices in managing federal funds, ensuring that grant programs are designed and executed to have a lasting positive impact. We aim to support initiatives that contribute to the long-term well-being and development of our communities throughout the state of Nevada.
- **Learning and Growth** – The OFA is committed to ongoing learning and development, both for our team and the agencies we support. We seek to continuously improve our skills, knowledge, and processes to enhance our effectiveness and stay aligned with best practices in grant management.

III. Strategic Goals and Objectives

1. **Enhance Proposal Review, Submission, and Grant Management Capacity**
2. **Streamline Award Negotiation, Setup, and Post-Award Monitoring**
3. **Strengthen Compliance, Advisory, and Regulatory Services**
4. **Expand Education, Training, and Outreach**
5. **Coordinate Site Improvement Visits and Audits**

Goal 1: Enhance Proposal Review, Submission, and Grants Management:

- Objective 1.1: Establishing Statewide Guidelines for Proposal Review and Submission.
 1. Develop and implement consistent statewide guidelines for grant proposal review and submission, ensuring they align with both federal and state policies. These guidelines will provide a uniform framework across all state agencies to enhance the evaluation of grant proposals.
 2. Develop policies and procedures for OFA to serve as a Pass-Through Entity for smaller state agencies, or agencies that don't have the capacity.
- Objective 1.2: Design and Launch a Centralized Online Platform for Proposal Submission.
 1. In collaboration with the Office of Project Management (OPM), we will work on implementing the CORE.NV Grants Module to establish a system for grant proposal submission and tracking. This platform will feature a “ready for review” status, notifying the Office of Federal Assistance (OFA) when proposals are ready for evaluation. Additionally, it will help state agencies streamline their Request for

Proposal (RFP) processes, particularly when serving as Pass-Through Entities for grants.

- Objective 1.3: Conduct Comprehensive Training Workshops for Agencies.
 1. After the platform is launched, work with OPM to support training workshops for state agencies on the new proposal review and submission process. These workshops will focus on system navigation, aligning proposals with federal funding priorities, and ensuring consistency in proposal quality across the state.
- Objective 1.4: Pilot the CORE.NV Grants Management Module and Collect Feedback.
 1. Work with OPM to pilot the CORE.NV Grants Module with select state agencies. Collect feedback to identify areas for improvement in functionality and refine the system before it is rolled out to additional agencies. Provide technical support and guidance during this transition period.
- Objective 1.5: Full Implementation and Continuous Monitoring of the CORE.NV System.
 1. Following the successful pilot, ensure full implementation of the CORE.NV Grants Module across all state agencies. Collaborate with OPM to monitor system performance, addressing inefficiencies, and incorporating ongoing feedback to ensure the system meets all grant management requirements. Conduct a comprehensive evaluation of system effectiveness, user satisfaction, and compliance improvements, generating a report for future system enhancements.

Goal 2: Streamline Award Negotiation, Setup, and Post-Award Monitoring

- Objective 2.1: Establish Standardized Procedures for Award Negotiation and Setup
 1. Develop standardized procedures for award negotiation and set up across all state agencies. These procedures will align with federal and state guidelines to ensure consistency, transparency, and the efficient execution of awarded grants.
- Objective 2.2: Develop and Implement Tools for Streamlining Award Setup.
 1. Design and implement tools within the CORE.NV system to streamline the award setup process. This will include templates, automated workflows, and pre-configured approval mechanisms to ensure timely and efficient grant setups, reducing administrative burden on agencies.
- Objective 2.3: Conduct Training Workshops on Award Negotiation and Setup Processes.
 1. Once the tools and procedures are in place, organize comprehensive training sessions for state agencies on award negotiation and setup processes. These workshops will focus on enhancing understanding of the new systems, best practices, and federal requirements.
- Objective 2.4: Pilot the Streamlined Award Monitoring System and Collect Feedback.

1. Collaborate with OPM to pilot the newly streamlined award negotiation, set up, and monitoring processes with select state agencies. Collect feedback to refine these processes and adjust system functionalities before a full-scale rollout to other agencies.
- Objective 2.5: Full Implementation and Ongoing Monitoring of Award Monitoring System.
 1. Complete the full implementation of the streamlined award setup and monitoring system across all state agencies. Continuously monitor performance, gather feedback, and address any issues to ensure the system facilitates efficient post-award financial tracking and compliance with federal regulations. Conduct periodic evaluations to ensure the system remains responsive to agency needs and grant management requirements.

Goal 3: Strengthen Compliance, Advisory, and Regulatory Services

- Objective 3.1: Revise and Publish Statewide Compliance Guidelines for Federal Grant Management.
 1. Revise and Publish the Nevada Grant Policy Manual to provide a standardized framework for ensuring that all state agencies adhere to both federal and state policies, minimizing the risk of non-compliance.
- Objective 3.2: Create a Compliance Reporting Dashboard.
 1. Collaborate with the OPM to implement a centralized compliance reporting dashboard as part of the CORE.NV Grants module. This dashboard will enable state agencies to track real-time compliance metrics, submit required reports, and monitor key performance indicators related to federal grant management, allowing for the timely identification and resolution of compliance issues.
- Objective 3.3: Establish a Federal Grant Compliance Knowledge Hub.
 1. Create a comprehensive online knowledge hub on the OFA website that provides up-to-date resources, guides, and tools on federal grant compliance. This hub will serve as a centralized repository of information on regulations, best practices, and policy updates. It will be continuously updated and accessible to all state agencies to help them stay informed and compliant with evolving federal requirements.
- Objective 3.4: Provide Specialized Training on Regulatory Compliance.
 1. We will collaborate with our partners in the federal grants space to offer specialized training sessions led by experts in the industry. These sessions will focus on enhancing the knowledge and capacity of state agency staff in federal grant compliance, covering critical topics such as regulatory changes, reporting requirements, and risk management to help agencies maintain compliance throughout the grant lifecycle.
- Objective 3.5: Monitor and Continuously Improve Regulatory Services.

1. Continuously monitor the effectiveness of compliance, advisory, and regulatory services across state agencies. Gather feedback from agencies to identify areas for improvement, adjust policies as necessary, and ensure that the compliance framework evolves in response to changing federal regulations and agency needs.

Goal 4: Expand Education, Training, and Outreach

- Objective 4.1: Host Annual Nevada Grants Conference.
 1. In collaboration with Washoe County, organize annual Nevada Grants Conference that will bring together industry leaders, federal grant specialists, and state agencies. These events will serve as a platform for networking, knowledge sharing, and in-depth workshops on federal grant management, enhancing the expertise of all stakeholders across the state.
- Objective 4.2: Leverage Partnerships to Provide Expert-Led Training Sessions.
 1. Collaborate with industry experts and federal grant partners to offer specialized, expert-led training sessions. These sessions will focus on federal grant compliance, best practices, and emerging trends, providing state agencies and stakeholders with the knowledge necessary to effectively manage and apply for federal funds.
- Objective 4.3: Develop a Statewide Grant Training Program for Stakeholders.
 1. Develop a comprehensive grant training program in collaboration with NV eLearn, tailored to the needs of state agencies, local governments, nonprofits, and tribal governments. This program will cover all key aspects of the full grant lifecycle, from grant discovery, proposal writing and submission to post-award monitoring and compliance. It will be designed as a mandatory requirement for all new grant-specific positions in the state of Nevada, incorporating insights from external experts to ensure up-to-date knowledge and practical skills. Providing a state specific certification, Nevada Certified Grant Professional (NVCGP).
- Objective 4.4: Create Digital Learning Hub for On-Demand Training and Resources.
 1. Develop an online learning hub that offers on-demand training modules, webinars, and resource libraries for state agencies and stakeholders. This hub will include content created by industry experts and federal partners, ensuring continuous access to high-quality, relevant training materials.
- Objective 4.5: Establish a Peer-Learning Network for Knowledge Sharing.
 1. Establish a peer-learning network across the state where agencies and nonprofit organizations can share knowledge, experiences, and best practices in grant management. This network will be supported by expert facilitators and will provide ongoing support and mentorship opportunities to further strengthen the capacity of stakeholders throughout Nevada.

Goal 5: Coordinate Site Improvement Visits and Audits

- Objective 5.1: Develop and Implement a Comprehensive Site Monitoring Plan with a Risk-Based Approach.
 1. Create and execute a detailed site monitoring plan that outlines procedures for evaluating compliance with federal and state regulations, assessing program effectiveness, and identifying areas for improvement. Incorporate a risk-based approach to scheduling site visits and audits by developing criteria such as award size, complexity, prior audit findings, and historical performance. This integrated plan will guide the site visit process, prioritize monitoring efforts based on risk, and establish a foundation for effective and efficient future monitoring activities.
 2. After completing site visits and audits, provide detailed feedback to grant recipients and state agencies, highlighting any non-compliance issues or areas for improvement. Collaborate with them to develop and implement corrective action plans, monitor progress, and ensure timely resolution of identified issues.
- Objective 5.2: Create a Schedule to Conduct Regular Site Visits and Audits.
 1. Perform regular site visits and audits to review grant recipients' operations, internal controls, and compliance with federal and state requirements. These visits will include documentation reviews, personnel interviews, and program outcome evaluations to ensure effective grant management and adherence to regulations.
- Objective 5.3: Develop and Utilize Monitoring Tools and Protocols.
 1. In collaboration with the OPM, create and implement standardized monitoring tools and protocols as part of the CORE.NV Grants Module. These tools, including checklists, procedures, and reporting formats, will ensure consistency and thoroughness in site visits and audits, facilitating the identification of non-compliance issues and assessment of internal controls.
- Objective 5.4: Enhance Data Collection and Reporting Capabilities.
 1. Collaborate with OPM to integrate advanced data collection and reporting features into the CORE.NV Grants Module. This objective aims to enhance the capability to gather detailed data during site visits and audits, generate comprehensive reports, and track compliance trends over time. The improved data collection and reporting functionalities will support better decision-making and more effective management of federal grant programs.
- Objective 5.5: Conduct Comprehensive Evaluation of Monitoring Program Effectiveness.
 1. Perform a thorough evaluation of the site monitoring and audit program's effectiveness. This evaluation will assess the impact of implemented monitoring tools and protocols, review the outcomes of site visits and audits, and identify areas for further improvement.

IV. Key Performance Indicators (KPIs)

1. Enhance Proposal Review, Submission, and Grant Management Capacity

- KPI 1.1: Percentage of grant proposals reviewed and submitted through the centralized online platform.
- KPI 1.2: Average time taken from proposal submission to final review decision.
- KPI 1.3: Number of state agencies trained on the new proposal review and submission processes.
- KPI 1.4: User satisfaction rate with the CORE.NV system, as measured by feedback surveys.
- KPI 1.5: Percentage of proposals aligned with federal and state objectives based on post-submission analysis.

2. Streamline Award Negotiation, Setup, and Post-Award Monitoring

- KPI 2.1: Average time taken to complete award negotiations and set up from grant approval to agreement execution.
- KPI 2.2: Percentage of awards processed within established timelines.
- KPI 2.3: Frequency and quality of post-award monitoring reports submitted by state agencies.
- KPI 2.4: Rate of compliance with post-award reporting requirements.
- KPI 2.5: Percentage of identified issues in post-award monitoring resolved within specified timeframes.

3. Strengthen Compliance, Advisory, and Regulatory Services

- KPI 3.1: Frequency of compliance audits and risk assessments conducted.
- KPI 3.2: Percentage of compliance issues identified and resolved through regular audits.
- KPI 3.3: Adoption rate of recommended compliance best practices by state agencies.
- KPI 3.4: User satisfaction with compliance training and advisory services, as measured by post-training evaluations.

4. Expand Education, Training, and Outreach

- KPI 4.1: Number of annual Nevada Grants Conferences (Silver State Grants Conference) organized and the number of attendees.
- KPI 4.2: Number of training programs and workshops delivered, and the percentage of participants successfully completing them.
- KPI 4.3: Number of stakeholders engaged through outreach programs and the reach of training materials.

KPI 4.4: Percentage of stakeholders, defined by type, of who have completed the required grant management training.

KPI 4.5: Improvement in stakeholder knowledge and capacity as assessed through pre- and post-training evaluations.

5. Coordinate Site Improvement Visits and Audits

KPI 5.1: Number of site improvement visits and audits conducted annually.

KPI 5.2: Percentage of sites reviewed that show improvement in compliance and internal controls.

KPI 5.3: Average time taken to complete site improvement visits and provide feedback to agencies.

KPI 5.4: Rate of implementation of corrective actions based on site visit findings.

KPI 5.5: Percentage of federal grant recipients and subrecipients who demonstrate improved performance post-audit.

V. Implementation Timeline

Year 1:

- Launch pilot of the CORE.NV Grants Management Module with select state agencies.
- Begin development of statewide guidelines for proposal review and submission (Objective 1.1).
- Conduct training workshops for agencies on proposal review and submission processes (Objective 1.3).
- Design and implement tools for streamlining award setup within CORE.NV (Objective 2.2).
- Collect feedback from the CORE.NV pilot and refine the system (Objective 1.4).
- Establish standardized procedures for award negotiation and setup (Objective 2.1).
- Full implementation of the CORE.NV Grants Module across initial agencies (Objective 1.5).
- Develop a compliance reporting dashboard as part of CORE.NV (Objective 3.2).

Year 2:

- Expand CORE.NV system usage to additional state agencies and integrate feedback (Objective 1.5).
- Launch the revised Nevada Grant Policy Manual (Objective 3.1).
- Initiate partnerships with federal grant providers to enhance collaboration (Goal 2).
- Develop and implement tools for streamlining award setup (Objective 2.2).
- Continue conducting training workshops on award negotiation and setup (Objective 2.3).
- Host the annual Nevada Grants Conference (Objective 4.1).
- Pilot the streamlined award monitoring system with selected agencies and collect feedback (Objective 2.4).
- Create the online compliance knowledge hub (Objective 3.3).

Year 3:

- Fully integrate compliance monitoring systems with the CORE.NV Grants Module (Objective 3.2).
- Release the first transparency report on grant management performance (Objective 3.2).
- Implement the digital learning hub for on-demand training and resources (Objective 4.4).
- Evaluate the effectiveness of the CORE.NV system and make necessary improvements (Objective 1.5).
- Establish the peer-learning network for knowledge sharing among state agencies and nonprofits (Objective 4.5).

- Continue to enhance compliance, advisory, and regulatory services based on feedback (Objective 3.5).
- Review the effectiveness of monitoring tools and protocols developed (Objective 5.3).

Year 4:

- Increase technical assistance and grant writing support to state agencies (Objective 4.2).
- Enhance data collection and reporting capabilities within CORE.NV (Objective 5.4).
- Continue site improvement visits and audits, incorporating feedback from previous years (Objective 5.1).
- Begin evaluating the performance of the CORE.NV Grants Module (Objective 1.5).
- Develop additional monitoring tools and protocols as needed (Objective 5.3).
- Provide specialized training on regulatory compliance (Objective 3.4).
- Conduct a comprehensive evaluation of the monitoring program's effectiveness (Objective 5.5).

Year 5:

- Review overall progress against the strategic plan and adjust as necessary (Goal 5).
- Celebrate achievements and recognize milestones reached (Goal 5).
- Conduct final evaluations of the CORE.NV system's performance and effectiveness (Objective 1.5).
- Assess the impact of training programs and outreach efforts (Objective 4.3).
- Finalize adjustments to strategic plans based on comprehensive evaluations (Goal 5).
- Continue to provide support and address emerging needs in grant management (Goals 1–4).
- Publish a final report summarizing the accomplishments and lessons learned over the five years (Goal 5).
- Plan for the next phase of improvements and sustainment (Goal 5).

VI. Evaluation and Continuous Improvement

Annual Reviews

- Conduct yearly reviews to assess progress towards goals and KPIs.
 - Perform evaluations each year to measure the achievement of specific goals, including the enhancement of proposal review processes, streamlining of award negotiations, and the effectiveness of compliance and training programs. Review performance metrics related to federal funding increases, stakeholder engagement, and overall grant management efficiency. Utilize these reviews to identify areas of success and those needing improvement.

Plan Adjustments

- Establish a flexible process for revising the plan based on evolving circumstances and feedback.
 - Create a process for regularly updating the strategic plan to respond to changes in federal regulations, shifts in funding priorities, or feedback from stakeholders. Adjust goals, objectives, and KPIs as necessary to align with new developments or challenges. This approach ensures the plan remains relevant and effective in increasing federal funding.

Continuous Feedback

- Gather ongoing input from staff, stakeholders, and state leadership to refine systems and processes.
 - Implement mechanisms for continuous feedback from internal staff, state agencies, and external stakeholders. Use surveys, focus groups, and direct consultations to collect insights on the

effectiveness of grant management processes, training programs, and compliance measures. Analyze this feedback to make data-driven improvements, enhance system functionality, and address any emerging issues.