

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

I. Executive Summary

Purpose of the Strategic Plan:

The 5-Year 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**

1. **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.
- 2. 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 setup 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, setup, 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.

3. **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.



4. **Goal 4: Expand Education, Training, and Outreach**

- Objective 4.1: Host Annual Nevada Grants Conference.
 1. In collaboration with Washoe County, organize the 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.

5. **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 setup 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 demonstrating 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.

VII. Conclusion

The Nevada Governor's Office of Federal Assistance (OFA) has outlined a robust and strategic five-year plan to enhance the state's federal grant management capabilities. With a focus on collaboration, innovation, and efficiency, the plan aims to:

- Streamline grant proposal, award, and compliance processes through the implementation of the CORE.NV Grants Management Module.
- Provide comprehensive training and resources to state agencies, local governments, tribal entities, and nonprofits to maximize their capacity to secure and manage federal funding.
- Enhance oversight and compliance measures to ensure adherence to federal and state regulations while addressing barriers to effective grant utilization.

Through these initiatives, the OFA seeks to position Nevada as a leader in federal grant acquisition, ensuring sustainable growth and improved quality of life for its residents. The plan reflects a commitment to accountability, transparency, and innovation to maximize the impact of federal funding across the state.