

# LSI

**Board of County Commissioners Study Session  
October 1, 2024**

# LSI Scope of Work

**Task 1:** Needs Assessment, Strategy & Implementation Plan

**Task 2:** Research & Support Activities  
(Opportunity Pipeline, Vetting & Training)

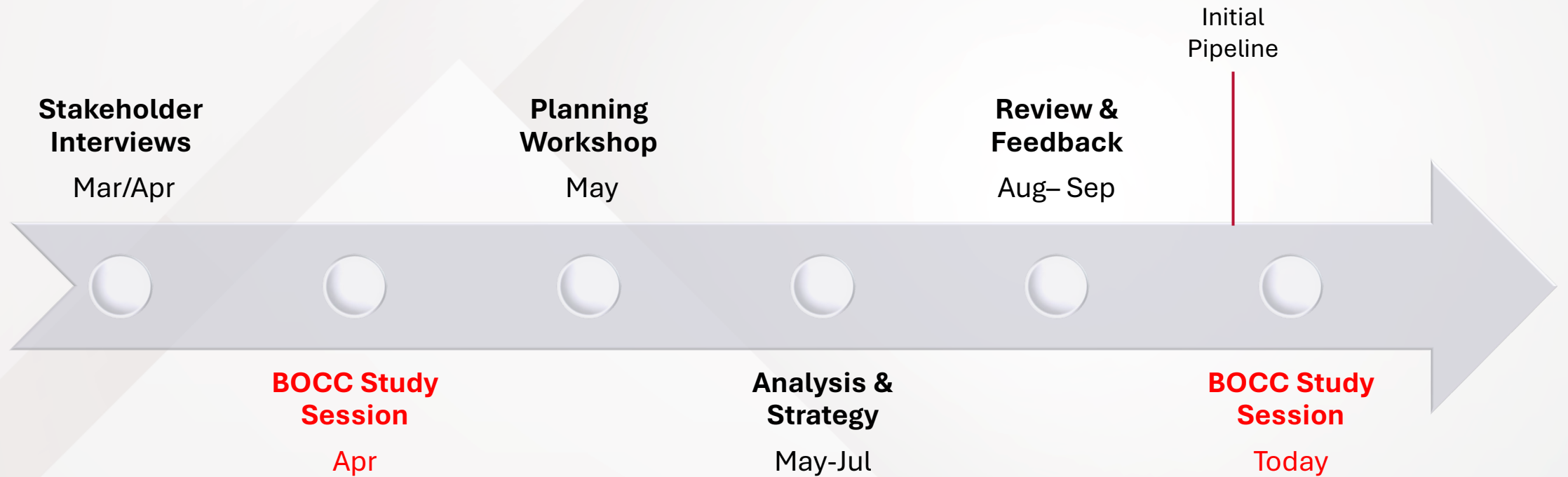
**Task 3:** Application Support



**Arapahoe County Grants Initiative:**  
**A Strategic Framework for Piloting**  
**a Coordinated Grants Program**

Project Update

# Planning Process





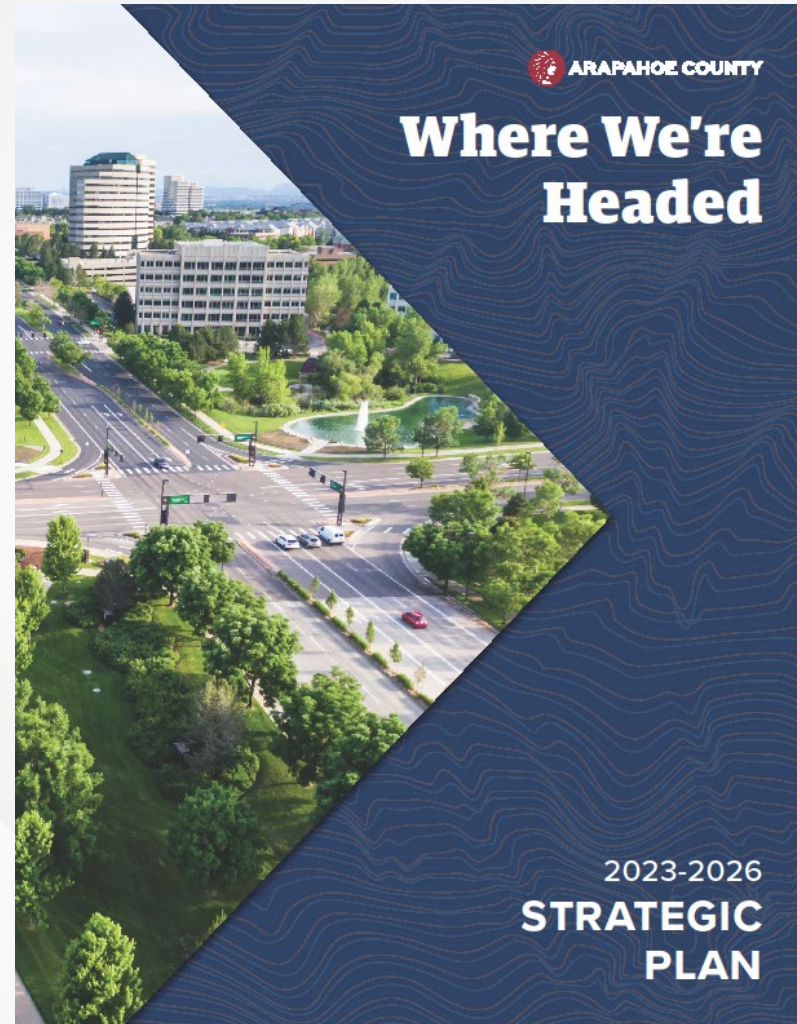


# Mandates

State Legislative Budget Authority

BOCC Policies

- Strategic Plan
- Grant Policies & Procedures
- Signing Authorization
- Negotiated Indirect-Cost Agreements



# Key Issues

# Organizational Perspective

## 17 Departments & Offices

- Specialized Focus, Expertise & Collaboration
- "Silos" Approach
- Limited Centralization—Budget & Legal Compliance

## Internalized Approach

- Duplicated Staff Efforts
- Internal Competition
- Misalignment with Broader Goals & Processes
- Missed Opportunities



# Leadership & Staffing

## **Supportive, Engaged Professional Team of SMEs**

- Strong BOCC Leadership
- Commitment to Shared Vision & Improved Mechanisms
- Potential Resistance to Less Autonomy and/or Control

## **Grant Capacity Inconsistent Across Organization**

- Expertise & Capacity
- Limited Dedicated Staff
- Mostly Formulary Grants & Subawards
- Secondary Job Responsibilities

# Internal Policies, Procedures and Processes

## **Established Policy Foundation**

- Perceived Unclear & Cumbersome
- Discrepancies Between Mandates & Practices
- Reactive & Rushed Application Reviews

## **Limited Vetting Processes**

- Informal by Department/Office
- Centralized—Budget & Legal Compliance
- Challenges Aligning with Strategic Plan's Broad Focus Areas

## **Potential Hindrance on Substantial Opportunities**

- BOCC Review/Approval of Each Application
- Covering Admin Costs within Each Grant/No Federal NICRA
- Resistance to Advanced Funds
- Applicant Department/Office Fund Management

# Grant-Related Infrastructure

## Past Experience

- Reputation with State
- Proven Track Record – Grant Management
- Resilience with Limited Resources—Can Maximize Outcomes
- Some Potential Compliance Issues

## Substantial Information/Data for Applications & Reports

- Challenges Communicating Funding Needs & ROI
- Data Organizing Projects Underway
- No Entity-Wide Sharing Mechanisms

## Active Legislative Program including Grant-related State/Federal Policies

## Limited Formal Allocation of Local Resources—Staffing & \$\$

# Grant Trends

“Silo” Focused → Multi-dimensional  
(ED/CD Trends, Collaborations, BIL/IRA)

Increased \$\$ / “Mega grants”

Increased Competitiveness

Complex Application Reporting & Processes

Partnerships & Cross-disciplinary  
Programming

Matching & Leveraging \$\$



Source: Lines, Lisa M., et al. Artificially Intelligent Social Risk Adjustment: Development and Pilot Testing in Ohio. Research Triangle Park. Sep 2022.  
[https://www.ncbi.nlm.nih.gov/books/NBK589923/#\\_ncbi\\_dlg\\_cpyrght\\_NBK589923](https://www.ncbi.nlm.nih.gov/books/NBK589923/#_ncbi_dlg_cpyrght_NBK589923)

# **Recommended Actions**

# Pilot Grants Program

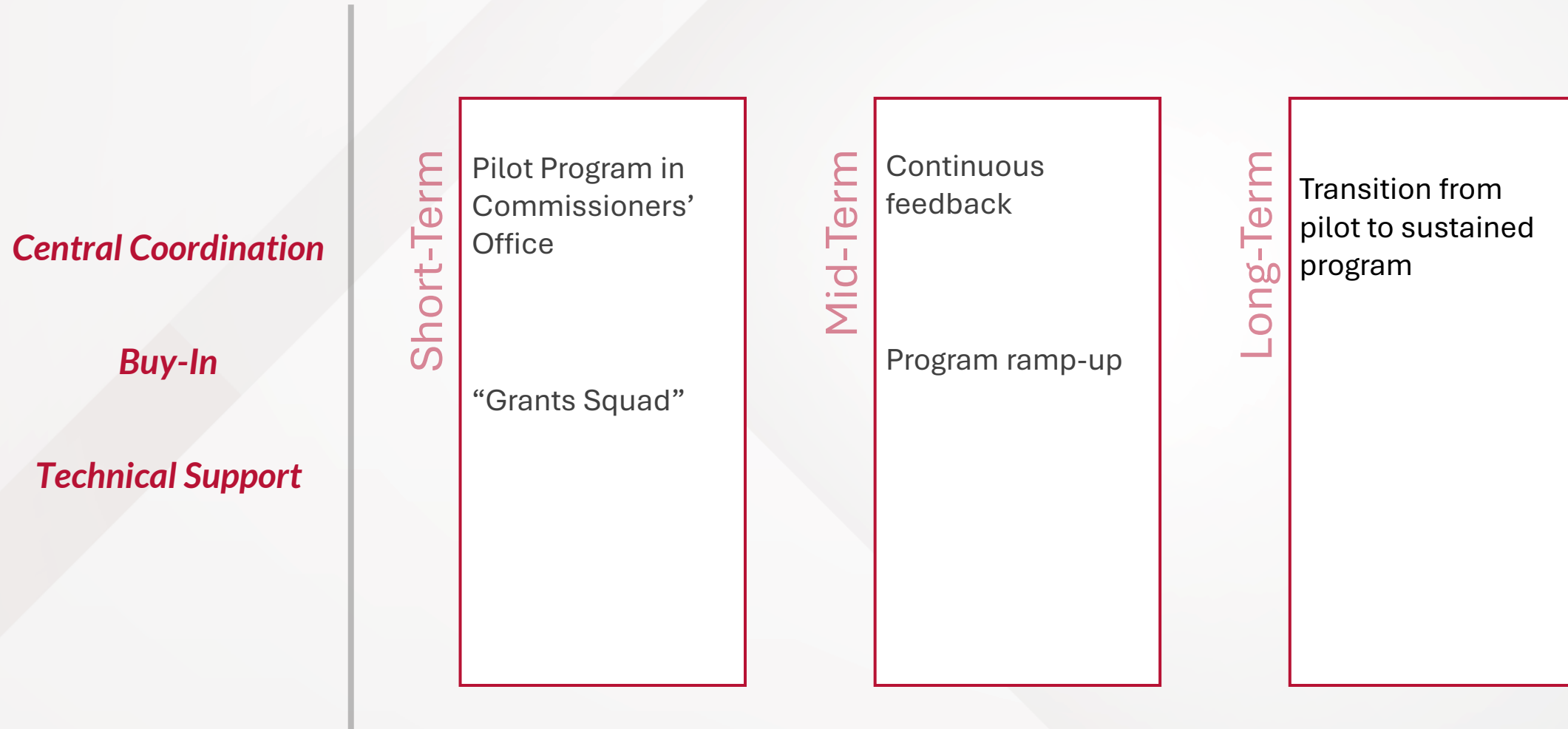
## 5 Target Areas

- 1) Cross-Functional Team Structure
- 2) Effective Policies & Streamlined Procurement
- 3) Centralized Data Sharing System
- 4) Trained & Knowledgeable Staff
- 5) Focused Efforts Aligned with Needs & Priorities

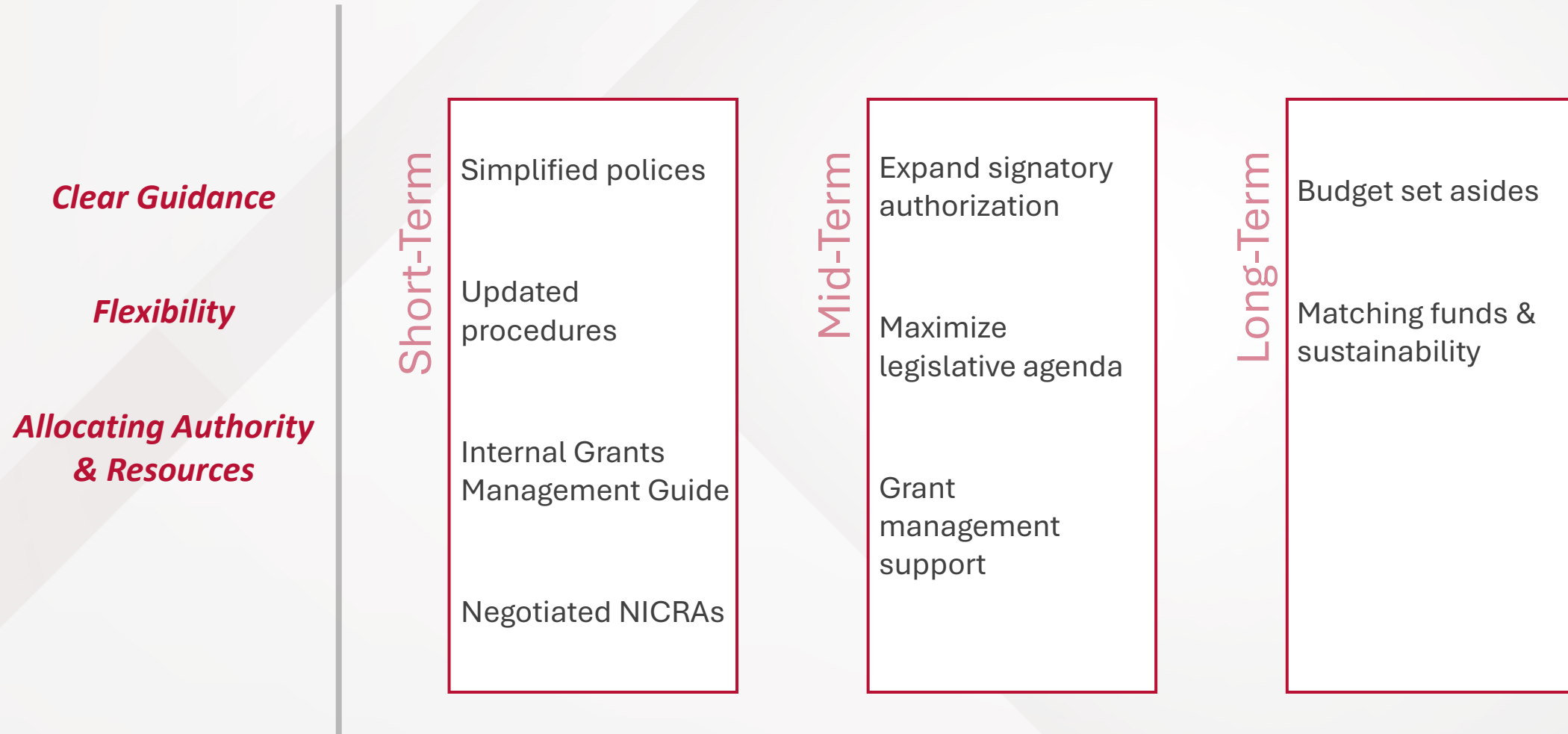
<b>Short-term</b>	<b>Years 1-2</b>
<b>Mid-term</b>	<b>Years 2-3</b>
<b>Long-term</b>	<b>Years 4-5</b>



# 1) Cross-Functional Team Structure



## 2) Effective Policies & Streamlined Practices



# 3) Centralized Information Sharing

*Utilizing Technology*

*Information Access*

*Tracking  
Performance*

*Short-Term*

Evaluate & utilize existing platforms

Access to essential data & materials

Coordinate with ongoing projects

*Mid-Term*

Develop Resource repository

*Long-Term*

E-sharing & tracking system

Accessible, user-friendly platform

File & system maintenance / user support

# 4) Trained & Knowledgeable Staff

*Roles & Responsibilities*

*Expertise*

*Technical Support*

Short-Term

Targeted Training

Priority grant writing assistance

1099s for SME & staffing gaps

Mid-Term

Grant duties in job descriptions

Technology to streamline tasks

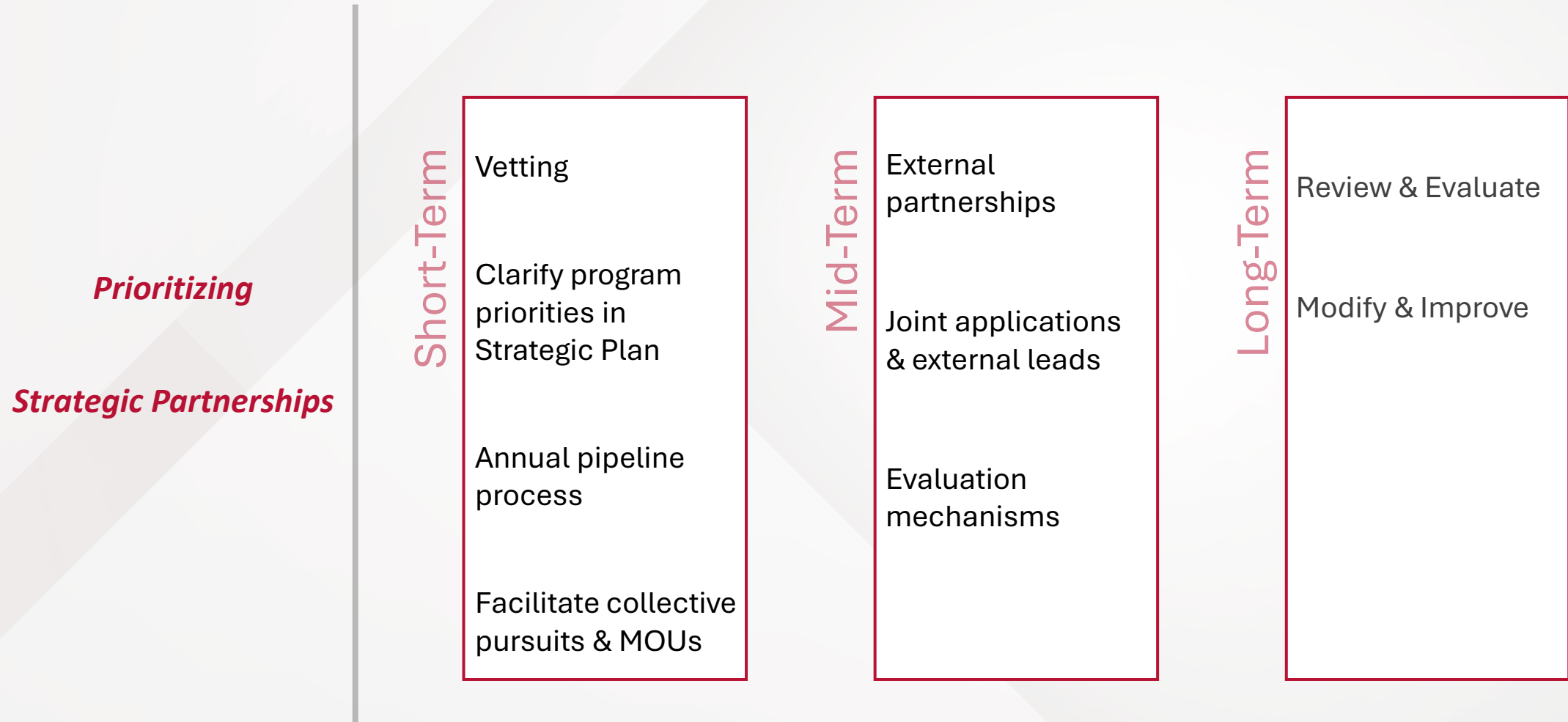
Training—policies & procedures

Long-Term

Dedicate grant staff positions

Tailored technical support for grant management

# 5) Focused Efforts Aligned with Needs & Priorities



# 5-Year Implementation

TIME FRAME	PROGRAM YEARS	FOCUS
Short-term	1-2	Program Setup & Grants Squad Updated Policies & Procedures Grant Procurement Support Opportunity Pipeline & Vetting “Go/No Go” Critical Training
Mid-term	2-3	New Procedure Implementation Partner Engagement Comprehensive Training Grant Administration Support
Long-term	4-5	Dedicated Staffing Formal Document Management & Tracking Systems Program Sustainability Mechanisms



# Next Steps

- BOCC Feedback & Blessing on Proposed Implementation Plan
- Working with County Leadership to Implement Plan
- Ongoing Pipeline, Grant Writing & Technical Support



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