## Section 4.1: Establishing Organizational Grant Needs and Priorities

What came first, the chicken or the egg? Much like this causality dilemma, state agencies have one of their own, what came first, the project or the grant? Well, unlike the chicken and the egg question, this one has an answer.

State agencies’ grant needs and priorities should be directly linked to its mission, vision and values which should be contained in a larger document, the agency’s strategic plan. Within it, grant managers have their orders to the needs and priorities of their agencies. The strategic plan should be a living document that is no longer than 3-5 years in timeframe. It should be reviewed by an agency’s executive team annually along with divisions within an agency for updates and reminders. By doing this, an agency is keeping itself fresh and ready for all appropriate funding opportunities.

However, this is in an ideal environment where an agency has total control. There may be an event or subject matter that requires a directive being issued from the Governor's Office or legislature. An agency may or may not have been a part of the conversation from the beginning with either one of those entities; therefore, an agency needs to be flexible and adapt its grant needs and priorities to satisfy this directive. Also, along these same lines, an agency’s Director may also have an initiative that he or she is interested in pursuing so Grants Managers need to be kept in the line of communication in all three instances.

Legislative appropriation process

Unfunded mandate (including litigation)

Emergency