



Capacity Building Grant Program Handbook

Grants Programs and Initiatives

Effective: July 1, 2025

Virginia Housing Capacity Building Grant

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1 Program Description

The **Virginia Housing Capacity Building Program** supports the development and strengthening of the operations, processes, and resources organizations need to effectively ensure affordable housing in Virginia. The program is divided into multiple components.

Agencies seeking funding should apply to Virginia Housing's Notices of Funding Opportunity (NOFO) located in the Grants Management System (GMS) at <https://vhdaqrants.com/>. For questions concerning these programs or assistance with application submissions, contact Frank Curbeira, Strategic Housing Office, at (804) 343-5818.

1.1 Overview of Funding Opportunity

Capacity Building Planning Grant funding supports non-profit organizations and local government within the housing network as they work through the planning process for one of several project types.

Strategic Planning sets priorities, focuses energy and resources, strengthens operations, and ensures staff and other stakeholders are working toward common goals and establishes the intended outcomes of the organization. Planning Grant funding additionally supports Continuum of Care (CoC)/Balance of State groups as they work through the development of a Strategic Plan.

Succession Management Planning identifies and develops personnel who can replace key staff in the event it is necessary. Succession planning increases the availability of experienced and capable staff that are prepared to assume these roles as they become available.

Disaster Recovery and Preparedness Planning should clearly demonstrate an organization's capacity to prepare for, respond to, and recover from emergencies.

The **Technology Assessment** prioritizes an organization's investment in technology, to increase effectiveness over the long term with an emphasis on infrastructure and security.

Organizations will work with a consultant of their choosing to develop the applicable plan or assessment. Consultants must be selected prior to application submission.

The **Capacity Building Training Grant** assists non-profit organizations and local government offices within the housing network to obtain critical training to enhance professional and leadership development. The Training Grant funds requests for individuals to attend trainings/conferences or events hosted by an organization.

Larger statewide or regional trainings facilitated by Virginia Housing partners may be eligible through the **Capacity Building Flagship Training Grant**.

The **Capacity Building Implementation Grant** seeks to support larger and more complex efforts to build and strengthen the capacity of the housing delivery network in Virginia. Funding may be requested to implement well planned solutions to identified

capacity gaps within an organization's ability to efficiently deliver high quality services. Priority will be given to requests that identify the intended activities and how they relate to clearly articulated short, intermediate, and long-term outcomes identified within the organizations Strategic Plan.

1.2 Eligibility Guidelines

To be eligible for funds under the Capacity Building program, organizations must:

- Be either:
 - A nonprofit organization that has received a 501(c)3 or other designation of nonprofit status from the IRS,
 - A general unit of local government, or
 - A quasi-governmental entity.
- Be physically located in Virginia.
- Have a minimum of three (3) years of operation, except for Strategic Planning and Training grants, which are open to emerging organizations with at least one (1) year of operation.
- Carry out at least one of the following housing-related focuses:
 - Creating economically integrated and inclusive housing opportunities including housing options for people with disabilities.
 - Planning and Community Development to include significant attention to housing planning.
 - Providing services and/or educational opportunities to further affordable housing.
- Align with Virginia Housing's mission of *Helping Virginians Attain Quality, Affordable Housing* and align with Virginia Housing's Strategic Direction.

All awards are based on the organization's capacity, alignment of the project with Virginia Housing's mission and availability of Virginia Housing funding.

The organization shall designate and identify to Virginia Housing a person or persons to serve as Virginia Housing's sole point(s) of contact for this grant. Such person or persons shall be employees of the organization and not a contractor or consultant.

1.3 Application Process

All applications must be submitted electronically using the Virginia Housing Grants Management System (GMS) at <https://vhdagrants.com/>.

Applications submitted beyond the end date of a Virginia Housing NOFO will not be accepted.

1.3.1 Rolling Application Review

Rolling applications may be submitted at any time during the period the Funding Opportunity is open (July 1 – May 31 unless otherwise noted on the Funding Opportunity). Applications are reviewed at the time they are submitted.

If the application is determined to be incomplete, Virginia Housing may elect to return a portion of an application **one time** for the applicant to make corrections or additions. The applicant will be provided with instructions and given up to 15 calendar days to make the changes and resubmit the application. If the application is not resubmitted within the 15 days, it will be withdrawn. If the resubmitted application is still incomplete or otherwise ineligible for funding, the application will be denied.

Applicants of denied applications are encouraged to discuss their application and projects with Virginia Housing before submitting another application for the project. Applications will be evaluated as submitted.

1.3.2 Competitive Application Review

Competitive applications will be reviewed for minimum eligibility requirements and denied if the application is not eligible. Eligible applications will be scored by the review team based on the established scoring criteria. All applications will be reviewed based on what is included in the application submitted.

1.3.3 Approval

Funds will be awarded based on an assessment of the organization's application and the availability of Virginia Housing funds.

Selected organizations will receive a Grant Award Notification (GAN) and a Grant Agreement if approved for funds under the award. The organization must return the Grant Agreement to Virginia Housing with signature by an authorized representative.

Approval may take up to sixty (60) days for rolling applications. Competitive application approval will be based upon the scoring process timeline, which will be released with the NOFA.

1.3.4 Denial

Organizations that are not approved for funds will receive written communication from Virginia Housing explaining the denial of grant funds.

1.4 Restrictions

- Funds may not be used to pay for any expenses incurred prior to receiving the grant award and executing a contract with Virginia Housing.
- Funds may not be used to pay for activities currently funded by another funding source.
- Consultants receiving funds under this grant may not be an employee, contract employee, or board member of with the organization during the term of this grant. If the consultant has a previous contractual or voluntary relationship with the

organization, the organization must document the fair and transparent procurement process used to select the consultant for this grant.

- Applicants with an existing or previous Virginia Housing grant must not have any outstanding compliance issue(s) or issues resulting in funds withheld within the twelve (12) months before application submission.

1.5 Freedom of Information Act (“FOIA”)

Virginia Housing is subject to and will, at all times, comply with the Virginia Freedom of Information Act (“FOIA”). Virginia Housing will endeavor to protect from disclosure any financial information of the Applicant which is exempt from disclosure under FOIA.

1.6 Conflict of Interest

No officer or employee of an applicant or awarded organization shall have a personal interest in a contract with that organization of which he/she is an officer or employee.

2 Capacity Building Planning Grant

The intent of the Capacity Building Planning Grant is to fund non-profit organizations and local government within the housing network to support the development of a Strategic Plan, Succession Management Plan, Disaster Recovery Plan or Technology Assessment.

A maximum of **\$20,000** is available for an approved Planning Grant request.

2.1 Strategic Plan

This plan is a high-level blueprint for ongoing activities and processes that organizations use to coordinate and align resources and actions throughout an organization systematically. The following components must be included in the final strategic planning deliverable. These elements are foundational and identified as the minimum elements to include in the plan. Consultants should tailor the planning process to an organization's specific situation.

1. **Mission statement** - The mission statement is your purpose and what you seek to accomplish and the manner in which the organization aims to achieve it.
2. **Vision statement** – The vision statement is what the organization is to become in the future.
3. **Values statement/Guiding principles** - These statements are enduring, passionate, distinctive core beliefs, and guiding principles that are part of your strategic foundation.
4. **SWOT** - A SWOT analysis is an assessment of your organizations internal and external position, specifically your strengths, weaknesses, opportunities, and threats.
5. **Competitive analysis** – The competitive analysis includes in detail competitors and/or collaborators, performance, and competitive advantage.
6. **Short-term goals/priorities/initiatives** - These items convert the strategic objectives into specific performance targets that fall within the one- to two-year time horizon. They state what, when, and who and are measurable.
7. **Long-term objectives** - These long-term strategic focus areas span a three-year (or more) time horizon. They answer the question of what you must focus on to achieve your vision.
8. **Action items** - These specific statements explain how a goal will be accomplished. They're the areas that move the strategy to operations and are executed by teams or individuals within one to two years.
9. **Scorecard tools** – The scorecard to report the data of your key performance indicators (KPIs) and track your performance against the monthly targets.
10. **Financial assessment** – An assessment statement based on historical records and future projections that plan and predict the future of your organization's financial performance.

2.2 Succession Management Plan

This plan identifies the development of potential successors for key positions in an organization, through a systematic evaluation process and training. The following components must be included in the final succession planning deliverable. These elements are foundational and identified as the minimum elements to include in the plan. Consultants should tailor to the planning process to an organization's specific situation.

1. **Active Leadership Involvement** – Organizational leadership is actively managing this strategic initiative.
2. **Integration with your strategic plan** - Succession planning cannot operate in a vacuum while strategic methods cannot be achieved without talent.
3. **Processes to identify essential positions and their critical competencies**— Basic steps for the process.
4. **Procedures to identify, promote, and select “high potentials”**— Outlining individual career ladder development if applicable.
5. **Integration of individual development plan utilizing training, coaching, mentoring and appraisals**—Identifying the essentials of a good performance management plan.
6. **Methods to identify gaps in succession** - Determining how to build internal strength or the need to recruit externally.
7. **Plan Evaluation Process**- Succession planning must be ongoing and not an annual look-see.

2.3 Disaster Recovery and Preparedness Planning

This plan supports the development of a comprehensive Disaster Recovery and Preparedness Plan. This plan should clearly demonstrate the organization’s capacity to prepare for, respond to, and recover from emergencies. It must be tailored to reflect the unique size, scope, and operational context of the organization and should consist of two primary components:

2.3.1 Emergency Response Plan (ERP)

The ERP outlines the immediate protocols and procedures for responding to various emergencies, including natural disasters, public health crises, technological disruptions, and security threats. The plan should establish how the organization will safeguard staff, clients, and assets during the critical hours and days following a crisis.

Essential elements of the ERP include:

- Defined roles and responsibilities of staff during emergencies
- Procedures for evacuation, shelter-in-place measures, lockdowns, and responses to communication failures
- Comprehensive contact lists for internal staff, emergency services, utility providers, and key partners
- Protocols ensuring client safety and continuity of communication
- Coordination strategies with local emergency management agencies
- Procedures for addressing IT disruptions or potential data loss

2.3.2 Continuity of Operations Plan (COOP)

The COOP outlines how the organization will maintain or quickly resume essential functions after an emergency. This includes strategies for addressing prolonged disruptions in staffing, facilities, systems, and external services.

Essential elements of the COOP include:

- Identification of essential functions and critical staff positions
- Clear orders of succession and delegations of authority

- Options for alternate work locations or strategies for remote operations
- Access protocols and protection measures for vital records and data
- Plans for cross-training key personnel in operational roles
- Recovery time objectives and prioritized steps for service restoration

Grantees are expected to engage in a structured planning process that encompasses staff involvement, risk assessments, thorough documentation of both internal and external resources, and collaboration with local emergency response systems.

2.4 Technology Assessment

The Technology Assessment grant supports non-profit organizations and local governments within the housing network to invest in Technology, helping them to be more efficient, improve staff morale, and increase their ability to deliver on their mission over the long term with an emphasis on infrastructure and security. The result is a cost-effective and sustainable technology infrastructure.

The purpose of this grant is to support the efforts of non-profit organizations and local government offices with a housing focus within the state of Virginia to complete a Technology Needs Assessment of their organization and to gain a clear understanding of the organization's technology needs to include cost and implementation timeline.

Awards for this grant will not necessarily result in an implementation grant. Virginia Housing anticipates funding a separate competitive grant that will fund some implementation efforts. A completed technology assessment will be an eligibility requirement for application to the technology implementation grant program.

2.4.1 Essential Elements of a Technology Assessment

Organizations are required to submit a report before the last day of the period of performance. The report must include elements of completion of the following tasks:

- **Discovery** - Understanding of the organizational goals and current use of technology.
- **Analysis & Strategy** - Analysis of your current software, systems and IT services and a strategy to align technology with the organizational goals.
- **Consultant Recommendation Report** - A detailed report prioritizing the recommended technology improvements, cost estimates, and detailed plans for implementation.
- **Organization's Technology Report** - This is the organizations review of the consultant's assessment. To include the priorities identified by your team and the individual responsible for coordination, planning, and implementation.

2.5 Planning Grant Requirements

2.5.1 Schedule

The budget and period of performance for this grant is twelve (12) months from the grant award. Grantees must submit a complete Plan or Assessment to Virginia Housing as a part of the Final Report.

2.5.2 Restrictions

- Applicants are limited to one Planning Grant, by project type, every three (3) years. For example, an agency that received a grant for a Strategic Plan two years ago would not be considered for a new Strategic Planning grant, but they could apply for a different planning grant.
- Applicants nearing the completion of their existing plan, may apply six (6) months prior to the expiration by providing a letter noting the pending expiration.
- Applicants applying for a succession management plan, disaster recovery plan, or technology assessment must have completed a strategic plan within the last six (6) years.
- Continuum of Care / Balance of State applicants are only eligible for strategic planning.
- Emerging organizations (defined as being in existence less than three years and/or not having an engaged board, staff, or community; or not being fiscally sound) are only eligible for strategic planning assistance under this program. These applicants must provide documentation confirming at least one full year of operation. Acceptable documentation may include board meeting minutes, financial records, annual reports, signed agreements, or outreach materials that demonstrate active programming or services.

2.5.3 Reporting

Organizations are required to submit quarterly status reports during the grant period and a final report that includes the completed plan or assessment no more than 30 calendar days after the end of the period of performance. Quarterly reports are due on the 30th of the month following the end of the quarter.

2.5.4 Disbursement

Funding is on a reimbursement basis. Funds may be requested quarterly for reimbursement of actual expenses incurred in completing the grant activities. Administration funds may be claimed in proportion to the other grant expenses (for example, if 10% of the budget is administration, 10% of each claim can be for administration).

Documentation of the expense to include date and amount must be submitted with the claim for each expense in which reimbursement is requested. Invoices for consultant or contractor work must document the grantee as the payee. The Administration portion claimed does not need to be documented on the claim; however, the use of these funds and proof of payment for all items must be made available to Virginia Housing upon request and maintained for a period of at least three (3) years after the expiration of the Grant period or date of last payment, whichever occurs first.

Amount requested per line item cannot exceed the currently approved budget. Claims are due the 30th of the month following the end of the quarter and at the time of the Final Report.

2.5.5 Application Requirements

The Application package must include:

- Proposed Budget
 - The proposed budget cannot exceed the consultant's estimate plus allowable administration costs.
 - Administrative costs may not exceed 10% of the budget and are included in the maximum request amount.
- Attachments
 - Nonprofit Determination or proof of eligibility unless the applicant is a unit of local government.
 - Organizational Chart
 - Prior year's audited financial statements, or prior year's reviewed financial statements or two (2) years of financial statements
 - Most recent Strategic Plan. If no strategic plan exists, a letter from the Executive Director to that effect. If strategic plan set to expire, a letter signed by the Executive Director stating strategic plan expires in 90 days.
 - Consultant Documents – must be provided for all consultants receiving funds under this grant.
 - State Corporation Commission Certificate of Good Standing or Fact
 - Note – if you are contracting with a business registered outside of Virginia, the business must register as a foreign corporation with the State Corporation Commission.
 - See <https://scc.virginia.gov/pages/Foreign-Business-Entities> for additional information.
 - Two letters of reference (Must be no more than three (3) years from the date of application).
 - Estimate with itemized costs

2.5.6 Allowable Expenses

Planning grant awards will be for a maximum of \$20,000. Approved organizations will only be reimbursed for the applicable expenses outlined in this section. Virginia Housing reserves the right to reject funding requested for any costs that are outside the scope of services listed below:

Administration Costs

Administrative costs associated with managing this project. Administration costs may not exceed 10% of the total grant award and must fall within the award cap.

Consultant Costs

Contracted services to facilitate meetings, develop proposals and/or develop plans and assessments.

Note: Salary and fringe costs for the organization's employees are not eligible under this program.

2.5.7 Contract Changes

Any request for contract change must be submitted no less than thirty (30) days before the end of the performance period. Budget changes will only be considered if they do not increase the total amount of the grant. Extension in the period performances may only be granted under the following circumstances:

Procurement Delays

If grantee needs to extend its period of performance due to procurement delay after award approval from Virginia Housing, the grantee must submit a Contract Amendment Request via the Grants Management System for approval in advance. Funds will not be disbursed on items that occur outside of the approved performance period.

Loss of Key Staff

If grantee needs to extend its period of performance due to loss of key staff after award approval from Virginia Housing, the grantee must submit a Contract Amendment Request via the Grants Management System, to include a plan for how and when the organization will be able to move forward with the project. Key staff must be listed in the application. Funds will not be disbursed for work that occurs outside of the approved performance period or for staff not listed in the application.

Consultant Delays

If the consultant identified in the application is unable to meet their obligations, the grantee may extend the period of performance to procure a new consultant. The grantee must submit a Contract Amendment Request via the Grants Management System, to include required information for the newly procured consultant. Funds will not be disbursed on items that occur outside of the approved performance period or expenses incurred by a consultant not previously approved.

3 Capacity Building Training Grant

The Capacity Building Training Grant supports non-profit organizations and local government offices within the housing network to obtain critical training to enhance professional and leadership development. The Training Grant will support requests for individuals to attend trainings/conferences or events hosted by an organization. Larger, statewide or regional hosted trainings may be eligible for the Flagship Training Grant program. See Section 4 of this Handbook.

3.1 Individual Training Requests

Individual Training Requests are to support the professional and leadership development of staff employed at eligible organizations. An organization may receive no more than \$5,000 in individual training grant support during the fiscal year (July 1 – June 30).

Professional Development

This includes programs and trainings to help the eligible applicants establish and maintain healthy operations, measure the reach of their efforts, expand their program offerings to meet community needs, and move toward long-term stability and growth. Preference is given to accredited trainings and programs, along with renewing or maintaining a certification. Examples include but are not limited to:

- Affordable housing
- Community Development
- Financial Capability
- Housing Education and Counseling
- Economic Development
- Asset Management

Leadership Development and Support

These trainings should amplify the impact of nonprofit leadership for emerging, mid-level, and executive nonprofit staff, and provide development opportunities to the next generation of social sector leaders. Examples include but are not limited to:

- Leadership Analytics
- Talent Diagnostics
- Coaching and Conversational Skills
- Managing others
- New Manager courses
- Fundamental Leadership
- Board-focused Training

3.2 Organization Hosted Events

Funding allows eligible organizations to host a speaker, consultant, or trainer to deliver professional development to a larger group of staff, partners, or stakeholders. Hosted events must demonstrate a cost savings by holding the event locally. Funds will not support membership associations to bring in conference speakers. Funding may be used for program support or specific projects. Consideration will also be given to requests that clearly strengthen internal infrastructure and increase overall program capacity. Examples above are applicable to hosted events.

3.3 Training Grant Requirements

3.3.1 Schedule

The budget and period of performance for this grant is 12 months from the grant award.

3.3.2 Restrictions

- Organizations must apply for funding no less than sixty (60) days prior to event. Late applications will not be accepted.
- Applicants with an existing or previous Virginia Housing grant must not have any outstanding compliance issue(s) or issues resulting in funds withheld within the twelve (12) months prior to application submission.
- Applicants must have a minimum of one year of operations.
- Amendments in the period of performance (extension) or budget are allowed under this program, however, may not extend over 6 months.
- Approved requests may not be changed to a different event. An organization would need to submit a new application for review.
- Payment will only be made to eligible organizations and not to individuals.
- Memberships and subscriptions are not eligible expenses.
- Travel and lodging costs are only eligible if the training is in Virginia or DC.
- Hosted event requests should not be used as a substitute for sending large groups to third-party trainings.

3.3.3 Reporting

Organizations are required to submit a final report no more than 30 calendar days after the end of the period of performance.

3.3.4 Disbursement

- Individual training awards will be eligible for reimbursement after completion of training.
- Organization hosted events may be eligible for up to thirty percent (30%) of costs no more than sixty (60) days prior to start of training. The remaining funds will be available after the completion of the training.
- Documentation of the expense to include date and amount must be submitted with the claim for each expense in which reimbursement is requested. The Administration portion claimed does not need to be documented on the claim; however, the use of these funds and proof of payment for all items must be made available to Virginia Housing upon request and maintained for a period of at least three (3) years after the expiration of the Grant period or date of last payment, whichever occurs first.
- Amount requested cannot exceed the currently approved budget. One claim may be submitted under this program for Individual training requests and no more than two claims may be submitted for organization hosted events.

3.3.5 Application Requirements

3.3.5.1 Individual Training Request:

- Submit one application per event. Up to ten (10) staff members may be listed in a training request. If more than 10 staff will attend the event but the total cost does not exceed the grant maximum, you may still apply. Please include the additional attendees in an attached roster or supporting document.
- Requests cannot exceed \$5,000.00 per organization, per year, July 1 – June 30.
- Lodging cost may not exceed 150% of the federal GSA rate.
- Organizations must submit a copy of their travel policy. All travel costs are expected to be in alignment with their policies.
- Lodging request may only cover the day prior to a training if the training starts at 10:00 am or earlier and the day following a training if the training ends at 5:00 pm or later.
- Virginia Housing may limit organizations on travel reimbursement for a training (Carpooling is Recommended).

3.3.5.2 Organization Hosted Event:

- Requests cannot exceed \$20,000.00 per organization, per year, July 1 – June 30.
- Membership organizations are not eligible to use this opportunity to pay for conference speakers (i.e., Keynote, motivational)
- Travel and lodging are not eligible unless included as a part of the speaker /consultant fees.
- Consultants receiving funds pursuant to this grant may in no way have an existing relationship (current employment, contractual or voluntary) with the organization during the term of this grant.

3.3.5.3 Attachments

The following must be attached to the application:

- Nonprofit Determination or proof of eligibility unless the applicant is a unit of local government.
- Justification for need of proposed program/training for individual(s) and/or agency
- Organizational Chart
- Consultant Proposal or contract for the training for Organization Hosted Events.
- Consultant Documents for Organization Hosted Events. Applications must clearly detail the experience and qualifications of the training provider. Virginia Housing may request additional documentation to support the trainers' qualifications, such as:
 - State Corporation Commission Certificate of Good Standing
 - Note – if you are contracting with a business registered outside of Virginia, the business must register as a foreign corporation with the State Corporation Commission.
 - See <https://scc.virginia.gov/pages/Foreign-Business-Entities> for additional information.
 - Two letters of reference (Must be no more than three (3) years from the date of application submission)

3.3.6 Allowable Expenses

Administration – cannot exceed 10% of the grant request. Administration costs are included in the maximum award amount.

Individual Training Request:

- Registration cost
- Lodging cost (Virginia & DC Only)
- Travel (Virginia & DC Only)

Organization Hosted event:

- Consultant fee
- Facility rental
- Food
- Supplies

Maximum total award up to:

- \$5,000.00 Individual Training Request
- \$20,000.00 Organization Hosted Event

3.3.7 Contract Changes

A contract amendment may be submitted if there is a change to who is attending the training or to the budget. Budget changes will only be considered if they do not increase the amount of the award.

4 Flagship Training Grants

The **Capacity Building Flagship Training Grant** program seeks to expand the Virginia Housing Capacity Building Training Grant to support annual participation in high-impact leadership and developer training programs. These trainings must align with the grant's mission to enhance professional and leadership development across Virginia's housing and community development network.

This program is designed to:

- Deliver structured, curriculum-based learning
- Provide coaching, technical assistance, and peer networking
- Address sector-wide leadership and development gaps

Flagship Training Grant requests may not exceed:

- **\$250,000** for statewide trainings
- **\$150,000** for regional trainings

4.1 Flagship Training Grant Requirements

4.1.1 Schedule

Funds will be awarded under an annual competitive round of funding. The budget and period of performance for this grant is 18 months from the grant award.

4.1.2 Restrictions

- An applicant is limited to one Flagship Training Grant application per round of funding.
- Trainings must target a statewide audience or a regional audience. Regional requests must target a specific, large geographic region (for example, Northern Virginia, Southwest Virginia, Hampton Roads). A single city and the surrounding county do not qualify as regional.
- Funds will not support membership associations to bring in conference speakers.
- Applicants with an existing or previous Virginia Housing grant must not have any outstanding compliance issue(s) or issues resulting in funds withheld within the twelve (12) months prior to application submission.
- Consultants receiving funds pursuant to this grant may in no way have an existing relationship (current employment, contractual or voluntary) with the organization during the term of this grant.
- Emerging organizations are not eligible. (Emerging is defined as being in existence less than three years and, not having an engaged board, staff, or community, and not being fiscally sound).
- Virginia Housing does not expect to be the sole funder of the training. Grantees will be required to provide documentation of other funds in the project. Other funds supporting the project will be considered as a scoring criterion.

4.2 Application Process

Applications will be accepted in an annual competitive funding round. Proposals received for Flagship Training Grants will be evaluated based on the following criteria:

- Alignment with Virginia Housing strategic priorities
- Demonstrated history of impact of the training focus
- Geographic and demographic reach of the intended audience
- Organizational capacity to deliver training at scale
- Outcome: Specific identified outcomes from the successful completion of the project.
- Plan for evaluation of the training that assesses the effectiveness of the delivery and makes recommendations for improvement.

4.2.1 Eligible Costs

Eligible expenses for Flagship Training Grants include:

- Administration – limited to 20% of the grant award and included in the grant limits.
- Consulting Costs
- Facility Rental
- Information Technology
- Marketing and Outreach
- Supplies & Materials
- Travel Costs
- Staff Salary for staff directly providing training under the program.

4.2.2 Approval

Funds will be awarded to the highest scoring applications based on the availability of Virginia Housing funds. Virginia Housing may offer grants at amounts below the requested amount and negotiate with the applicant on the deliverables.

The selected organizations will receive a Grant Award Notification (GAN) and a Grant Agreement once approved for funds under the award. The organizations must return the Grant Agreement to Virginia Housing with signature by an authorized representative.

4.2.3 Reporting

Organizations are required to submit quarterly status reports during the grant period and a final report no more than 30 calendar days after the end of the period of performance.

4.2.4 Disbursement

Funding is on a reimbursement basis. Funds may be requested quarterly for reimbursement of actual expenses incurred in completing the grant activities. Administration funds may be claimed in proportion to the other grant expenses (for example, if 10% of the budget is administration, 10% of each claim can be for administration).

Documentation of the expense to include date and amount must be submitted with the claim for each expense in which reimbursement is requested. Invoices for consultant or

contractor work must document the grantee as the payee. The Administration portion claimed does not need to be documented on the claim; however, the use of these funds and proof of payment for all items must be made available to Virginia Housing upon request and maintained for a period of at least three (3) years after the expiration of the Grant period or date of last payment, whichever occurs first.

Amount requested per line item cannot exceed the currently approved budget. Claims are due the 30th of the month following the end of the quarter and at the time of the Final Report.

4.2.5 Application Requirements

The Application package must include:

- Nonprofit Determination or proof of eligibility unless the applicant is a unit of local government.
- Most recent Strategic Plan
- Organizational Chart
- Prior year's audited financial statements, prior year's reviewed financial statement or two (2) years of financial statements
- Consultant Documents – required for all consultants receiving funding under this grant
 - State Corporation Commission Certification
 - Note – if you are contracting with a business registered outside of Virginia, the business must register as a foreign corporation with the State Corporation Commission.
 - See <https://scc.virginia.gov/pages/Foreign-Business-Entities> for additional information.
 - Two letters of reference (must be no more than three (3) years from the date of application submission)
 - Consultants Estimate – Includes itemized price list

4.2.6 Contract Changes

If an agency wants to change the performance period, use of funds, or the selected consultant identified in the application, they will need to submit a contract amendment to document the reason for the change.

5 Capacity Building Implementation Grant

The **Capacity Building Implementation Grant** program seeks to support larger and more complex efforts to build and strengthen the capacity of the housing delivery network in Virginia. Funding may be requested to implement well planned solutions to identified capacity gaps within an organization's ability to efficiently deliver high quality services.

Priority will be given to requests that identify the intended activities and how they relate to clearly articulated short, intermediate, and long-term outcomes identified within a recently developed Strategic Plan. The identified outcomes should be complemented by a set of indicators that track progress and outcomes of awarded projects.

5.1 Requests for Funding

Requests for funding under the Implementation Grant program must be for one of the following grant types:

5.1.1 Targeted Capacity Building Efforts

- Focus on critical needs in one of the targeted **Focus Areas** listed in below.
- 12-month period of performance.
- No match requirement.
- Up to \$50,000 available.

5.1.2 Enterprise Capacity Building Efforts

- Focus on larger projects aimed to build the overall capacity of the organization.
- Addresses one or more of the targeted Focus Areas listed below.
- 24-month period of performance.
- Grant requires at least a 25% match from other sources.
- Up to \$250,000 available.
- Virginia Housing may elect to make reduced grant offers for a Targeted Capacity Building effort to fund a portion of an Overarching request.

5.2 Focus Areas

Implementation Grants must target one or more of the following focuses. Virginia Housing reserves the right to reject funding requested for any applications outside the focus areas listed below:

5.2.1 Funding and Sustainability

This category targets efforts to build and implement sustainability and fundraising plans. Applicants should understand their current funding conditions and restraints, have identified what is needed for sustainability, and have identified opportunities for revenue growth. Applicants must have in place a current strategic plan that is consistent with the proposed efforts. Board Members must be involved and play a role in an organization's fundraising plans. Measures for this category might include:

- Revenue growth and stability
- Greater diversity of funding sources
- Ability to manage and report on funding received
- Regular internal audits of funding conducted.

5.2.2 Technology

This category can fund investments in technology identified as highest priority by an independent assessment. Applicants must provide a recently completed third party technology assessment. Virginia Housing will fund Technology Assessments under the Technology Needs Assessment Grant; however, receiving this grant is not a requirement for implementation funding. The technology assessment must have assessed security needs and threats to the organization. Measures for this category might include:

- Implemented Technology Improvements
- Technology threats reviewed and addressed
- Efficiency improvements resulting from the implementation of new technologies

5.2.3 Governance

This category relates to the recruiting, training, and equipping diverse and qualified board members who are actively engaged in the leadership of the organization. Applicants must have in place a current strategic plan that is consistent with the proposed efforts. Board Members must be involved and play a critical role in an organization's Governance enhancement plans. Measures for this category might include:

- Board representatives include community members and those from other important sectors
- Board has effective committee structure
- Board members are contributing financially to the organization and actively engaged in fund development
- Board meets regularly with good attendance

5.2.4 Marketing and Public Awareness

This category is focused on equipping partners to promote their services to their communities. Applicants must have in place a current strategic plan that is consistent with the proposed efforts. Measures for this category might include:

- Experience growing activity on their website and social media sites
- Effective steps to promote in the community
- Increased participation in events, tours, fundraising, etc.
- Increased positive news coverage
- Leadership is increasingly able to represent housing issues in the community (provide info, engagement sessions, work with media)
- Housing issues are covered in the media within the community

5.2.5 Program Development

This category is designed to support an organization's enhancement of a key program or service they provide. The Program Development must result in specific, qualitative

outcomes that can be used to track improvements in the offered program. Applicants must have in place a current strategic plan that is consistent with the proposed efforts. Measures for this category might include:

- Transition from tracking the number served to identifying specific and quantifiable outcomes from the program
- Modification to the internal work process of a program to make it more efficient for the provider and/or more effective to the beneficiary
- Modification of a program to better align the effort with the target outcomes
- Development of strategic collaborations to more effectively and/or efficiently deliver a program

5.3 Competitive Grant Evaluation

Proposals received for Capacity Building Implementation Grants will be evaluated based on the following criteria:

- Identification of a Specific Challenge: Clearly define the challenge(s) faced by your organization that the project aims to overcome, providing context and relevance to the communities served by your organization.
- Assembly of an Appropriate Team: Demonstrate a well-rounded team comprising experts, critical staff, and community stakeholders when appropriate, essential for addressing the identified challenges.
- Implementation Plan: Present a detailed plan outlining how the identified activities will be completed within the grant timeframe.
- Outcome: Specify the expected outcomes from the successful completion of the project, including the identified short, intermediate, and long-term outcomes.
- Program Evaluation: Propose a robust evaluation plan that assesses the effectiveness of the activities in addressing the identified challenge.
- Sustainability Plan: Outline a strategy for continued addressing of the organization's capacity needs beyond the grant period.
- Applicant size and existing capacity: An agency's size, current outcomes, and degree of focus on housing will all be considered and evaluated in determining grant offers. Virginia Housing anticipates making offers less than the request amount for some applicants to more appropriately align our investment with the expected impact.

5.4 Implementation Grant Requirements

5.4.1 Schedule

The budget and period of performance for this grant is 12 or 24 months from the grant award.

5.4.2 Restrictions

- Salary and fringe costs for the organization's employees are not eligible under this program.
- Applicants must have a strategic plan that was completed recently (typically within the previous 3 years, unless otherwise dictated by by-laws, enabling legislation, etc.) and is consistent with their request. Applicants are encouraged to provide additional

business and/or operations plans that support the alignment of this request with their agency's strategic goals.

- Applicants are limited to one Implementation grant every five (5) years.
- Applicants with an existing or previous Virginia Housing grant must not have any outstanding compliance issue(s) or issues resulting in funds withheld within the twelve (12) months prior to application submission.
- Consultants receiving funds pursuant to this grant may in no way have an existing relationship (current employment, contractual or voluntary) with the organization during the term of this grant.
- Emerging organizations are not eligible. (Emerging is defined as being in existence less than three years and, not having an engaged board, staff, or community, and not being fiscally sound).

5.4.3 Eligible Costs

Eligible expenses for Implementation Grants include:

- Administration – limited to 15% of the grant award and included in the grant limits.
- Consulting Costs
- Community Engagement
- Equipment (more than \$5,000)
- Facility Rental
- Information Technology
- Legal Expenses
- Marketing and Outreach
- Membership and Subscription
- Supplies & Materials
- Travel Costs

5.4.4 Approval

Funds will be awarded to the highest scoring applications based on the availability of Virginia Housing funds. Virginia Housing may offer grants at amounts below the requested amount and negotiate with the applicant on the deliverables.

The selected organizations will receive a Grant Award Notification (GAN) and a Grant Agreement once approved for funds under the award. The organizations must return the Grant Agreement to Virginia Housing with signature by an authorized representative.

5.4.5 Reporting

Organizations are required to submit quarterly status reports during the grant period and a final report no more than 30 calendar days after the end of the period of performance.

5.4.6 Disbursement

Funding is on a reimbursement basis. Funds may be requested quarterly for reimbursement of actual expenses incurred in completing the grant activities. Administration funds may be claimed in proportion to the other grant expenses (for

example, if 10% of the budget is administration, 10% of each claim can be for administration).

Documentation of the expense to include date and amount must be submitted with the claim for each expense in which reimbursement is requested. Invoices for consultant or contractor work must document the grantee as the payee. The Administration portion claimed does not need to be documented on the claim; however, the use of these funds and proof of payment for all items must be made available to Virginia Housing upon request and maintained for a period of at least three (3) years after the expiration of the Grant period or date of last payment, whichever occurs first.

Amount requested per line item cannot exceed the currently approved budget. Claims are due the 30th of the month following the end of the quarter and at the time of the Final Report.

5.4.7 Application Requirements

The Application package must include:

- Nonprofit Determination or proof of eligibility unless the applicant is a unit of local government.
- Most recent Strategic Plan
- Annual Operating Budget
- Organizational Chart
- Name/Title/Contact Information of Employee who will be manage this implementation effort to completion.
- Prior year's audited financial statements, prior year's reviewed financial statement or two (2) years of financial statements
- Consultant Documents – required for all consultants receiving funding under this grant
 - State Corporation Commission Certificate of Good Standing
 - Note – if you are contracting with a business registered outside of Virginia, the business must register as a foreign corporation with the State Corporation Commission.
 - See <https://scc.virginia.gov/pages/Foreign-Business-Entities> for additional information.
 - Two letters of reference (must be no more than three (3) years from the date of application submission)
 - Consultants Estimate – Includes itemized price list

5.4.8 Contract Changes

If an agency wants to change the performance period, use of funds, or the selected consultant identified in the application, they will need to submit a contract amendment to document the reason for the change.

6 Appendix A – Technology Assessment Resources

6.1 How to Select the Best IT Consultant

A few simple recommendations on how to avoid wasting your time and resources so you can find a truly professional IT consultant:

- Request work samples - Always ask for a portfolio of previous work plus a proven track of success so you can assess their skills and overall quality level.
- Assess their work ethic - Gain insight into their work style and performance metrics. If they have a testimonial base, make sure to background-check the sources of where their feedback came from to weed out fake comments.
- Verify credentials - Check out the industry certifications, certified achievements, and diplomas provided by your potential IT consultants with the appropriate online tools.
- Look for negative feedback - Google any negative feedback or mentions available on the web. If any is found, make sure it is credible, not generated by a black-hat PR campaign.
- Assess their soft skills - Make sure you feel comfortable dealing with the company hired as your future IT consulting provider. Ask them about their communication skills and teamwork background.
- Arrange frequent telephone calls - If it's supposed to be a big IT consulting team, schedule calls with their managers and specialists so you can see that they are readily available for personal calls and other time-sensitive communications.
- Talk about their technological approach - Be sure they can provide you with a clear vision of how they are going to help you. Let them explain their battle-tested methodologies and technological preferences while providing a detailed plan for what they'll do to boost and measure your project outcomes.