



CDFA
COMMUNITY DEVELOPMENT FINANCE AUTHORITY

ECONOMIC DEVELOPMENT CAPACITY

APPLICATION AND PROGRAM GUIDE

Published: January 26, 2018

For additional program details or questions contact:
George Hunton, Director of Tax Credit Programs
Community Development Finance Authority
Main: 603-226-2170 | Direct: 603-717-9116
Email: ghunton@nhcdfa.org | www.nhcdfa.org

TABLE OF CONTENTS

COMMUNITY DEVELOPMENT FINANCE AUTHORITY	3
PROGRAM OVERVIEW	3
PROGRAM OBJECTIVES	3
PROGRAM ELIGIBILITY	3
PROGRAM GUIDELINES.....	4
HOW TO APPLY	5
KEY DATES	5
PROGRAM ADMINISTRATION.....	6
APPENDIX A: APPLICATION OUTLINE.....	7
APPENDIX B: FINANCIAL INFORMATION SUMMARY	8
APPENDIX C: OPERATIONAL WORK PLAN.....	9
APPENDIX D: HOW TO REGISTER ON CDFA'S GRANTS MANAGEMENT SYSTEM.....	10
APPENDIX E: TIPS FOR USING CDFA'S GRANTS MANAGEMENT SYSTEM.....	11

COMMUNITY DEVELOPMENT FINANCE AUTHORITY

The Community Development Finance Authority (CDFA) is a statewide nonprofit public authority focused on maximizing the value and impact of community development, economic development and clean energy initiatives throughout New Hampshire. The organization leverages a variety of financial and technical resources, including the competitive deployment of grant, loan and equity programs.

CDFA'S VISION & MISSION

CDFA envisions New Hampshire's future with economically and socially resilient communities that reflect and respect their natural surroundings and represent places where people want to live and work. In working towards this vision, CDFA invests in the people of New Hampshire by:

- Enabling its partners to make transformational and sustainable changes;
- Meeting the evolving needs of New Hampshire communities;
- Deploying a well-tuned, effective investment system which directly impacts local communities; and
- Taking an innovative and collaborative approach to development finance.

PROGRAM OVERVIEW

The Economic Development Capacity Program is a subset of CDFA's Tax Credit Program, which designates a maximum of \$250,000 in resources to assist nonprofit organizations that have, as a primary goal, the objective to foster and encourage economic development. The program enables these organizations fulfill their missions by recognizing the important role of organizational capacity in encouraging economic development.

Grants made to eligible projects are in the form of tax equity and serve as a powerful fundraising tool. Businesses with New Hampshire tax liability support awarded projects by purchasing the credits resulting in the nonprofit receiving a donation and the company receiving a 75 percent New Hampshire state tax credit against that contribution. The credit can be applied against the Business Profits Tax, Business Enterprise Tax or Insurance Premium Tax. The donation may also be eligible for treatment as a state and federal charitable contribution.

CDFA's founding legislation and authority to administer the Tax Credit Program is [New Hampshire RSA 162-L](#).

PROGRAM OBJECTIVES

The Economic Development Capacity Program focuses on enabling regional development corporations to sustain themselves by developing sufficient capacity through the development of:

- Strategically engaged boards of directors,
- Comprehensive leadership; and
- Development of sound strategic and business plans.

Awards will support regional development corporations that develop significant projects which in-turn create permanent full-time jobs, foster community economic development and economic activity that generates sufficient operating income to ensure organizational stability.

PROGRAM ELIGIBILITY

Eligible applicants include nonprofit regional economic development corporations that sold at least 50% of their FY2018 award and completed the FY2018 year to date report. The FY2018 year-to-date report is a final status report completed in CDFA's Grants Management System no later than April 10, 2018.

Applications under this set-aside are limited to New Hampshire-based Regional Development Corporations, defined as an organization that:

- Is incorporated for the primary purpose of providing economic development services to an area covering at least three municipalities;
- Administers a revolving loan fund;
- Is not an agency or instrumentality of the grantee or grantees;
- Has equal membership on its representative body available to each of the municipalities in its chartered area and elects its governing board by vote of its membership;
- Has the power to fill vacancies which arise on its governing body with its own nominees, approved by the membership of its governing body;
- Is not subject to requirements under which its assets revert to the grantee upon dissolution;
- Is free to contract for goods and services from vendors of its own choosing;
- Is registered with the New Hampshire Secretary of State as a not for profit organization; and
- Is a current member of the New Hampshire Alliance of Regional Development Corporations, Inc.

Eligible Regional Development Corporations may apply for either the Economic Development Capacity Program or L5 Capacity Building Program, but not both.

PROGRAM GUIDELINES

All applicants are subjected to a substantial programmatic and financial review. Among other requirements, projects must provide a public benefit and demonstrate that similar funding was not otherwise available. A project is considered based on its own merits and as it compares to the other applicants in the same grant round.

CDFA will review applicants and award funds based upon the goals, measurable objectives, activities, evaluation of all components of the proposal and organizational need. CDFA welcomes proposals that will result in revenue that can be used to improve the long-term sustainability of the organization.

AVAILABLE FUNDING

CDFA will designate a maximum of \$250,000 per year in available tax credits for the Economic Development Capacity Program. Applicants are eligible to request up to \$25,000 in funding.

ACCEPTABLE USE OF FUNDS

CDFA is looking for projects that the organizations will develop that will result in revenue that can be used to improve the long-term sustainability of the organization. While CDFA intends for this program to be flexible, the organization is interested in seeing proposals that reflect active economic development activity. CDFA requires that organizations invest in staff training and board development.

Capacity funding to assist organizational development, economic development planning, community education, financial planning or packaging, the development of grant or other applications, market research, business plan development or review, management training, and such accounting and legal services as may be necessary to enhance or render effective any of the foregoing.

Eligible costs include costs incurred for such planning, feasibility or other studies, consultants, technical assistance or educational or publicity programs.

NETWORK ENGAGEMENT

All grantees will be required to attend economic development network meetings sponsored by the RDC Alliance. This network will serve as a catalyst by which organizations will use each other's experiences to undertake strategic planning, strengthen financing and management skills, and to tap the resources of the community. Levels of attendance and participation in this network will be considered in future funding decisions.

LONG-TERM PLANNING

CDFA places priority on partnering with organizations engaging in regular long-term operational and financial planning. Such planning should be conducted with the full knowledge, support and participation of the organization's Board of Directors.

Applications for funding under this program must include an organizational mission statement accompanied by strategic goals (submit a current strategic plan if one is available), and a three-year business plan based on the strategic goals/plan with financial projections, including realistic measurable objectives defined in work plans to be met during each of those three years. Plans are to be developed with and approved by the organization's board of directors.

CDFA, as a part of this request, will consider the extent to which these goals and objectives have been met during previous CDFA funded grants. Updated business/ work plans must be submitted with every funding application. No application will be accepted by CDFA without these required plans.

10% OF AWARD REQUIREMENT: TRAINING AND TECHNICAL ASSISTANCE

A critical component to developing a meaningful strategic plan, establishing organizational goals, and sustaining a strong and vested Board of Directors is the need to have the financial capability to access appropriate practitioners and provide appropriate training to board and staff. Therefore, up to \$2,500 of an award shall be dedicated to this activity.

Applicants will need to include a plan, which will include goals, measurable objectives, activities and an evaluation component to access these funds. An applicant that does not believe training is necessary for the successful completion of their strategic goals may apply for a waiver from this requirement.

HOW TO APPLY

All applications must be completed and submitted on CDFA'S Grants Management System (www.nhcdfragrants.org). The application requires details on the specific project, to what extent it aligns with the objectives outlined New Hampshire RSA 162-L, and information that will help determine the applicants' capacity to complete a successful project. All applicants will be subjected to substantial programmatic and financial review.

An outline of CDFA's Economic Development Capacity Program application and templates for required attachments can be found in Appendices A, B and C of this document. Information on using CDFA's Grants Management System can be found in Appendices D and E of this document.

KEY DATES

Applicants should note the following dates and deadlines as they relate to the 2018 Tax Credit Round.

Application Workshops

CDFA conducts application writing workshops for organizations interested in applying for or learning more about its Tax Credit and L5 Capacity Building Programs. 2018 Tax Credit Round workshops will be held at the following dates and locations:

- January 17, 2018 – The Palace Theatre – Manchester, NH
- January 24, 2018 – The Common Man Restaurant – Plymouth, NH

Online Application Available

Applications will be available on CDFA's Grants Management System (GMS) beginning January 26, 2018.

Application Deadline

Applications for the 2018 Economic Development Capacity Program are due Friday, March 9, 2018 by 4:00 PM. Late submissions and incomplete applications will not be accepted.

Award Announcement

CDFA will notify applicants the week of June 11, 2018 regarding funding decisions.

All award recipients are invited to attend a press conference announcing the funded projects the following week (specific date to be announced). All information related to awards is under embargo until after the press conference.

Tax Credit 101 Workshop

Economic Development Capacity Program award recipients are required to attend the Tax Credit 101 Workshop on Tuesday, June 26, 2018. The workshop will inform awardees about program logistics, resources, as well as helpful information for crafting a successful tax credit fundraising campaign.

PROGRAM ADMINISTRATION**Reporting Requirements**

Recipients will be required to report on the outcomes of the investment.

Conditions of Default

CDFA will take into account the status of existing agreements between the applicant and CDFA. Existing conditions of default of any agreements may, at the sole discretion of CDFA, automatically eliminate the applicant from consideration.

Other Conditions

Recipients may request access to the funds received by CDFA once 50% of the allocation is pledged. Successful applicants will be required to execute a grant agreement with CDFA. Certain additional information may be required to satisfy CDFA that applicant is eligible under RSA 162-L.

APPENDIX A: APPLICATION OUTLINE

Below you will find an outline of the application for the 2018 Economic Development Capacity Program for state fiscal year 2019 tax credits. Applications must be submitted by 4:00 PM on Friday, March 9, 2018, through CDFA's online Grants Management System ('GMS')(www.nhcdagrant.org). Hard copy or emailed applications will not be accepted.

I. Organizational Attachments

Confirm the following documents have not changed since last year's application. If documents have changed, applicants must provide an updated document.

- List of Board of Directors
- Articles of Incorporation
- By-laws
- Organizational Chart
- IRS Tax Determination Letter

II. Financial Attachments

- Most Recent Audit Report
- Most Recent Financial Statement
- Current Organizational Budget

III. Narrative Requirements

- Executive Summary – summarize your current challenges and opportunities.
- Please briefly describe the services provide by your organization. What is your marketing strategy for promoting your services in your region? How do you determine whether those services are accomplishing the outcomes you intend?
- Please provide a narrative that describes how your organization collaborates with municipalities, other civic groups or private sector partners to meet identified community needs. Describe how your organization works with Local Economic Development Organizations or Economic Development Committees in your region.
- Are you planning to add any new areas of business in the coming year? If so, what?
- Describe your fundraising plan if tax credits are awarded to your organization.

IV. Budget

Provide a budget with line items for the use of the tax credit capacity funding. Please be sure up to \$2,500 of the tax credit revenue is used for training.

V. Other Attachments

Use templates from Appendices B and C for each of the following attachments.

- Financial information summary
- Operational Work Plans for Existing Lines of Business
- Operational Work Plans for New Lines of Business

APPENDIX B: FINANCIAL INFORMATION SUMMARY

Please provide information from most recent audit or annual financial statement.

Last Fiscal Year End Date

Last Fiscal Year Total Expenditures

Last Fiscal Year Total Income

Income Breakdown

Internally Generated Income

Developers Fees

Income from Properties

Management Fee

Technical Assistance Fees

Other Fees

Contributed Income

Corporate

Foundations

State/Federal Sources

Other Income

Other

APPENDIX C: OPERATIONAL WORK PLAN

Please provide information about your organizations programs and plans. The summaries should give information about the economic development projects your organization has worked on during the past three years, your current projects and those you are planning to undertake. Please provide the following details regarding each initiative.

WORK PLAN: EXISTING LINE OF BUSINESS

Name of Existing Line of Business

Executive Summary of Program Goals and Objectives

Production Details:

- Fiscal Year
- Number of Loans
- Completion Date
- Staff
- Percentage of Staff Members Time

WORK PLAN: NEW LINE OF BUSINESS

Name of New Line of Business

Executive Summary

Plan Details:

- Objectives
- Activities
- Staffing
- Completion Date
- Evaluation

APPENDIX D: HOW TO REGISTER ON CDFA'S GRANTS MANAGEMENT SYSTEM

Registration Instructions

These instructions are designed to help guide you through the registration process for CDFA's online grants management system (GMS) at www.nhcdfragrants.org. If you encounter any problems, please don't hesitate to contact CDFA at 603-226-2170.

- 1) Go to www.nhcdfragrants.org.
- 2) Click on **Register Here**.
- 3) Complete the form. This will become your personal profile information and includes your contact information as well as information about your organization. Your profile will be used for all grant communication, so make sure it's accurate and up-to-date.
- 4) Fields with a red star (*) are required, and must be completed or you will not be able to submit your registration.
- 5) Once complete, click the Register link at the top of the form.
- 6) CDFA will be notified of your registration and will review and approve within 2 business days. You will then receive an email from GMS with your user ID and password. You can change your password after you log in, under the My Profile on the main menu page.
- 7) Note: All individuals working on an application in GMS must register. If your organization hires a grant writer, they must register as well, under their business. They must submit a GMS authorization form to be associated with the applicant organization. This form can be found in the Funding Opportunity under attachments.

Application Instructions

- 1) Once you're registered, login to GMS.
- 2) Click on **Funding Opportunities**.
- 3) Select the appropriate funding opportunity from the **Opportunity Title** column.
- 4) Click on **Start a New Application**.
- 5) Fill in the General Information and click **Save**.
- 6) When you've finished all the components, click **Submit**.

APPENDIX E: TIPS FOR USING CDFA'S GRANTS MANAGEMENT SYSTEM

These tips are designed to help guide you while using CDFA's online grants management system (GMS) at www.nhcdfragrants.org. If you encounter any problems, please don't hesitate to contact CDFA at 603-226-2170.

- 1) The best browsers to use are Mozilla Firefox or Google Chrome.
- 2) To edit a component click "edit" near the top of the form. Fields and text boxes will open for you to answer the question(s). Be sure to click on Save after answering questions.
- 3) You can copy and paste from a Word document to a question in GMS. Use the "Paste from Word" feature in each text box banner to avoid copying hidden characters.
- 4) To add a required document, click on the green plus sign to the right of the document. You will then be prompted to browse and attach a file.
- 5) Only attach .pdf or .jpeg documents. If you don't have Adobe software you can use cutewriter to PDF any document. You can download cutewriter software at www.cutepdf.com.
- 6) If you mark a component complete you can still edit that component until the application is submitted, however, you can't submit your application until all components are marked complete.
- 7) Once you click submit your application will be submitted for review and is only accessible through negotiation. If there is information missing or that needs to be corrected, the respective component(s) will be negotiated back to you for correction.
- 8) After the corrections are made, you must submit the component(s) back to CDFA for review.
- 9) If multiple questions in one component are required fields, you can save the component without answering all of the questions by adding at least one (1) character to each of the required boxes and save. Remember to return and answer these questions before the application is submitted.
- 10) Be sure to "Save" early and often.
- 11) The system will "time out" after three (3) hours of inactivity.
- 12) If you click the back button before you click save your information will be lost.
- 13) Before submitting your application we recommend that you preview your application, print to PDF and save it to your computer.