



**CDFA**  
COMMUNITY DEVELOPMENT FINANCE AUTHORITY

# RECOVERY FRIENDLY WORKPLACE INITIATIVE GRANT

## APPLICATION AND PROGRAM GUIDE

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## 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.

### 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.

### INVESTMENT IN PUBLIC HEALTH CONTINUUM OF CARE

In the last two years alone, CDFA has awarded more than \$4 million in resources to organizations delivering services within the public health continuum of care, including those within the mental health and substance use disorder sectors. These investments focused financial and technical assistance resources on bricks and mortar projects – purchase of property, construction, expansion, rehabilitation, renovations, etc. CDFA also has a long history of building the capacity of nonprofit organizations throughout the state, including the statewide Regional Development Corporation network and nonprofit housing sector.

## PROGRAM OVERVIEW AND OBJECTIVES

New Hampshire's Recovery Friendly Workplace Initiative, led by Governor Chris Sununu, encourages an environment where employers, employees, and communities can collaborate to create positive change and eliminate barriers for those impacted by addiction (<https://www.recoveryfriendlyworkplace.com/>).

On behalf of the State of New Hampshire, CDFA has been allocated a one-time, \$1 million appropriation to administer grant funds to nonprofit organizations delivering recovery friendly workplace programs. According to the authorizing legislation (House Bill 1817), "recovery friendly workplace programs" include programs that:

- Educate employers in evidence-based practices that demonstrably reduce substance misuse in the workplace;
- Create work environments that are conducive to enabling persons in addiction and mental health recovery to sustain and re-enter the workforce as productive members of society;
- Train employees, including specialized training for human resources personnel, on these matters;
- Raise public awareness and provide information that supports health and safety for employees; and
- Promote active community engagement that will assist in reducing the negative impact of unaddressed substance misuse and untreated mental health.

On or by September 30, 2020, CDFA is required to make publically available a report concerning the disbursement of funds and the effectiveness of the recovery friendly workplace initiatives supported by the authority, including, but not limited to, how many workers in recovery were attracted to and retained in the workforce.

## ELIGIBILITY

Eligible applicants include nonprofit organizations that deliver (or intend to deliver within the grant period) recovery friendly workplace programs.

**Nonprofit organizations** are a nonprofit organization organized under the laws of the state. The nonprofit must be good standing with the State of NH. To ensure eligibility, applicants will be required to submit the following:

- Articles of Incorporation;
- By Laws;
- IRS Determination Letter; and
- Proof of Good Standing – New Hampshire Secretary of State.

## PROGRAM GUIDELINES

Applicants may apply for funding to support activities related to Recovery Friendly Workplace programming within the following program development support areas, consistent with CDFA's funding infrastructure (Appendix D).

- *Capacity building:* Funds used to strengthen organizational infrastructure to deliver increased value and impact to the communities they serve.
- *Planning and development:* Funds used to develop a business plan, implementation strategy and / or enhance outreach to further develop business partnerships.
- *Implementation:* Funds used to implement Recovery Friendly Workplace programming and services, to :
  - Educate employers in evidence-based practices that demonstrably reduce substance misuse in the workplace;
  - Create work environments that are conducive to enabling persons in addiction and mental health recovery to sustain and re-enter the workforce as productive members of society;
  - Train employees, including specialized training for human resources personnel, on these matters;
  - Raise public awareness and provide information that supports health and safety for employees; and
  - Promote active community engagement that will assist in reducing the negative impact of unaddressed substance misuse and untreated mental health.
- *Support and optimization:* Funds used to evaluate, improve and sustain programming and services.

All applicants will be subjected to an organizational capacity and readiness evaluation, as well as a review of the applicant's ability to quickly implement programming and demonstrate impact.

CDFA will consider funding requests to support capacity building and planning and development activities, but will strongly prioritize funding to those organizations most ready to implement programming and demonstrate the following:

- Strong connection to the state's peer recovery support services' facilitating organization (FO), the Regional Public Health Network (RPHN) system and the Integrated Delivery Network (IDN) system.
- Outcomes achieved to-date, and ability to achieve proposed outcomes by June 30, 2020, related to current recovery friendly workplace practices, including (but not limited to):
  - Number of businesses engaged/trained;
  - Number of people in recovery hired;
  - Impact recovery friendly workplace strategies have had on the work environment (including policy changes);
  - Impact recovery friendly workplace strategies have had on business' productivity or the ability to retain employees;
  - Evidence of reduced stigma.
- Alignment, or willingness to align, with the state-level strategy and best practice recommendations for Recovery Friendly Workplace programming.
- Ability to scale programming and services beyond current levels.
- Plan for program and organizational sustainability.

Technical assistance will be available throughout application and the grant period, including the sharing of information and expertise to assist in the success of applicants and awardees.

Additionally, CDFA will engage with a third-party subject matter expert to develop evidenced-based Recovery Friendly Workplace materials that align with best practices outlined by the Substance Abuse and Mental Health Services Administration. These materials will be used by grantees to deliver recovery friendly workplace programming to businesses. Materials created will cover a variety of topics related to the Initiative, including:

- Substance misuse, behavioral health and addiction;
- Education on existing alcohol, tobacco and other drug policies;
- Best practices for the development of a Recovery Friendly Workplace Task Force and how to incorporate these practices into an existing health, wellness or safety committee;
- Best practices or key considerations for workplace policy and/or programs for a Recovery Friendly Workplace;
- What is addiction and early signs of misuse;
- Signs and impacts of substance misuse in the workplace;
- Family and parenting focused prevention education;
- Prescription medication safety;
- Information and resource guides to promote health, well-being and recovery for individuals and their family members; and
- Information on how businesses can create connections with local organizations that can serve as a resource for employees and their family members.

Roles and responsibilities of partner organizations involved in the Recovery Friendly Workplace Initiative include:

- Regional Public Health Networks
  - Provide initial orientation to workplaces;
  - Connect to regional resources, community efforts; and
  - Provide ongoing support and promotion of initiative.
- Recovery Friendly Advisors
  - Primary point of contact for completing checklist;
  - Assess needs and readiness of workplaces;
  - Connect to resources, trainings, best practices; and
  - Ongoing resource for workplaces.
- Technical Assistance Provider
  - Provides technical assistance and support to nonprofit organizations delivering RFW programming; and
  - Develops evidence-based training modules.
- Nonprofit Organizations
  - Develop internal capacity to deliver RFW programming;
  - Deliver RFW programming, including evidence-based trainings, employer education, support for employees, community engagement; and
  - Ongoing resource for workplaces.

## HOW TO APPLY

All applications must be completed and submitted on CDFA'S Grants Management System ([www.nhcdfragrants.org](http://www.nhcdfragrants.org)). An outline of CDFA's application can be found in Appendix A of this document. Information on using CDFA's Grants Management System can be found in Appendices B and C of this document.

## KEY DATES

Applicants should note the following dates and deadlines as they relate to the funding.

### **Online Application Available**

Applications will be available on CDFA's Grants Management System (GMS) on Friday, January 4, 2019.

### **Application Deadline**

Applications are due February 4, 2019 by 4:00 PM. Late submissions and incomplete applications will not be accepted.

### **Award Announcement**

CDFA will notify applicants the week of March 11, 2019 regarding funding decisions.

## PROGRAM ADMINISTRATION

### **Reporting Requirements**

Grantees will be required to report on the outcomes of the investment. The report may include, but not be limited to: businesses trained; employees trained; businesses that have taken steps to change policies or environment; businesses that have increased productivity; businesses that have hired employees in recovery; businesses that have retained employees in recovery.

### **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 be at the sole discretion of CDFA to automatically eliminate the applicant from consideration.

### **Contract Requirements**

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 Recovery Friendly Workplace Initiative Grant Program. Applications must be submitted by 4:00 PM on Monday, February 4, 2019, through our online Grants Management System ('GMS')([www.nhcdagrant.org](http://www.nhcdagrant.org)). Hard copy or emailed applications will not be accepted.

### I. Applicant Information

- Primary Contact
- Authorized Official
- Organization Information

### II. Eligibility

- Choose Your Eligible Applicant Type (select ONE)
  - Nonprofit currently delivering recovery friendly workplace programs
  - Nonprofit intending to deliver recovery friendly workplace programs
- Eligibility Threshold Attachments
  - Articles of Incorporation
  - By Laws
  - IRS Determination Letter
  - Proof of Good Standing – New Hampshire Secretary of State

### III. Organizational Readiness and Capacity

*For organizations that participated in the Recovery Friendly Workplace assessment in October/November 2018:* I understand that the submission of this application indicates agreement that the Community Health Institute will release our organization's assessment results, including readiness and capacity scores, to the CDFA to be considered as part of the evaluation of our application. The information presented in the Recovery Friendly Workplace Organization Capacity and Readiness Assessment report will remain anonymous.

If your organization has undergone significant changes since the assessment, please describe those changes and their impact.

*For organizations that DID NOT participate in the Recovery Friendly Workplace assessment in October/November 2018:* With submission of this application, our organization agrees to participate in the Recovery Friendly Workplace assessment as conducted by the Community Health Institute. We understand that our organization's results, including readiness and capacity scores, will be provided to CDFA as part of the evaluation of our application.

### IV. Program Development

- Describe your organization's connection to New Hampshire's peer recovery support services facilitating organization, the Regional Public Health Network system and the Integrated Delivery Network system.
- Describe your organization's current programs and/or services relevant to the Recovery Friendly Workplace Initiative. What geographies are currently served?

- Describe the Recovery Friendly Workplace programming needs your organization has identified within the community. What types of training modules and tools could the Recovery Friendly Workplace program provide to aid in your successful delivery of these programs and services?
- Describe your organization’s Recovery Friendly Workplace Initiative program design. How is it innovative and unique?
- What are the goals and measurable outcomes of the Recovery Friendly Workplace Initiative for your organization?
- How will your success be measured or evaluated? Has your organization achieved any successes to-date in your efforts with businesses? What is your methodology for tracking these outcomes?
- Enter the totals for outcomes achieved to-date and proposed program outcomes where applicable.

	Outcomes achieved to-date	Proposed program outcomes
Businesses contacted		
Businesses trained		
Employees trained		
Businesses that have taken steps to change policies or environment		
Businesses that have increased productivity		
Businesses that have hired employees in recovery		
Businesses that have retained employees in recovery		

- How will your organization reduce the stigma of addiction through Recovery Friendly Workplace programming (please be specific)? What factors that influence stigma will your organization work to change?
- How will this one-time infusion of resources assist your organization in developing or scaling programming and services beyond current levels? Will your organization have the capacity to serve communities beyond its current geographical reach? Please provide detail on how growth will be accomplished.
- Describe your organization’s programmatic and financial sustainability plans for Recovery Friendly Workplace programming.

**V. Program Budget**

- Provide a budget with line items for the use of Recovery Friendly Workplace Grant funds. Indicate the level of funding needed within the following areas:
  - *Capacity building:* Funds used to strengthen organizational infrastructure. Resources will enable partner organizations to deliver increased value and impact to the communities they serve
  - *Planning and development:* Funds used to develop a business plan, implementation strategy and / or enhance outreach to further develop business partnerships.
  - *Implementation:* Funds used to implement Recovery Friendly Workplace programming and services.
  - *Support and optimization:* Funds used to evaluate, improve and sustain programming and services.

	Capacity building	Planning and development	Implementation	Support and optimization
Professional Fees				
Staff Training				
Salaries/Wages				
Supplies				
Travel				
Marketing/Communications				
Other				
Other				
Other				

- Provide a brief description of the budget items above.
- If applicable, CDFA may require a performance security instrument. Please indicate the type of performance security your organization will provide if you are awarded. CDFA reserves the right to reject any offer it determines insufficient to ensure performance security.

**VI. Program Development and Financial Capacity Attachments**

- List of or link to Board of Directors list (including affiliation)
- Organizational Chart
- Letters from businesses interested in Recovery Friendly Workplace programming
- Applicant Organization Financial Statement for most recent completed Fiscal Year (provide ONE of the following, listed in order of priority):
  - Audited Financial Statement (required for organizations with operating budgets > \$1,000,000)
  - Review Financial Statement (required for organizations with operating budgets > \$500,000)
  - IRS Form 990 (required if no Audited or Review Financial Statement available)
- Applicant Organization Management Prepared Financial Statements for current Fiscal Year (Balance Sheet, Profit and Loss, Cash Flow)
- Applicant Organization Budgets
  - Current fiscal year budget
  - Previous two completed fiscal year budget-to-actual

➤ **Other Attachments**

Applicant can upload any documents not listed in other attachment sections.

**VII. CERTIFICATION**

I certify that I am one of the persons named above, and am authorized by the applicant organization to submit this application. I certify that all statements are true and accurate to the best of my knowledge.

I acknowledge this application is being submitted with the full knowledge and approval of the organization's Board of Directors and that the organization will comply with:

- New Hampshire conflict of interest laws as defined by RSA 7:19-a and RSA 292:6-a;
- CDFA's Privacy Policy by which you acknowledge all information and documents created, accepted or obtained by, or on behalf of, CDFA are potentially subject to disclosure in compliance with RSA 91-A, New Hampshire's Right-to-Know law.

I further acknowledge that my organization is willing to align our efforts with New Hampshire's state-level strategy and best practice recommendations for Recovery Friendly Workplace programming consistent with Substance Abuse and Mental Health Services Administration.

Additionally, should my organization be awarded grant funds, if applicable, CDFA will require a performance security instrument be placed on my organizations assets concurrent with contract signing, and prior to disbursement of proceeds to my organization.

**Certification**

**Full Name of Certifying Officer**

**CEO/Executive Director/Board Officer Certification Form**

## APPENDIX B: 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](http://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](http://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 have finished all the components, click **Submit**.

## APPENDIX C: 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](http://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](http://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.

## APPENDIX D: CDFA'S FUNDING ECOSYSTEM

