



14 Dixon Avenue, Suite 102
Concord, NH 03301
Tel: 603.226.2170
Fax: 603.226.2816
www.nhcdfa.org

**NH Community Development Finance Authority
Meeting of the Board of Directors**

**14 Dixon Avenue, Suite 102
Concord, NH 03301**

**June 14, 2022
10:00 AM**

CDFA BOARD OF DIRECTORS PRESENT: Michael Clafin, *Chair*; Cynthia Harrington, *Vice Chair*; John Manning; Ben Gaetjens-Oleson; and Jared Reynolds.

STAFF: Katherine Easterly Martey, *Executive Director*; Debbie Morin, *Chief Financial Officer*; George Hunton, *Director of Tax Credit Programs*; and Maureen Quinn, *Tax Credit Program Manager and Board Relations Manager*.

CDFA BOARD OF DIRECTORS PARTICIPATING BY VIDEOCONFERENCE: Robert Tourigny (Due to illness)

STAFF PARTICIPATING BY VIDEOCONFERENCE: Scott Maslansky, *Director of Clean Energy Finance*; Kevin Peterson, *Director of Economic Development*; Chris Monroe, *Community Development Manager*; Kim Pacocha, *Senior Accountant*

GUESTS: Shelley Hadfield, *CDFA Consultant*.

Mr. Clafin called the meeting to order at 10:06 AM. Mr. Clafin noted no members of the public were in attendance; no public comment was offered. Mr. Clafin called for any announcements. Staff noted an updated agenda has been provided to the Board of Directors; there was no quorum for the Finance Committee meeting, held earlier in the morning, and the April Finance Committee minutes needed to be removed from the consent agenda.

Mr. Clafin noted that since Mr. Tourigny is participating via videoconference, votes on action items will need to be conducted by roll call.

Motion – 10:10 AM

Mr. Clafin called for a motion on the meeting agenda. Mr. Gaetjens-Oleson moved to approve the amended agenda, as presented. Mr. Manning seconded. Mr. Clafin called for roll call vote.

- Mr. Clafin – yes
- Ms. Harrington – yes
- Mr. Manning – yes
- Mr. Gaetjens-Oleson – yes
- Mr. Reynolds – yes
- Mr. Tourigny – yes

The motion carried by a unanimous vote of the Board.

Mr. Tourigny stated he would abstain from voting on all other votes taken at the meeting, as he is not attending in person due to illness. Mr. Clafin thanked Mr. Tourigny and noted with physical quorum in place, Mr. Tourigny's abstention would be accepted.

A. Consent Agenda

Mr. Claffin reviewed the Consent Agenda. Items include April 12, 2022 and May 10, 2022 Board of Directors minutes, and April 7, 2022 Community Development Advisory Committee minutes. Mr. Claffin called for any questions or comments. None were offered. Mr. Claffin called for a motion.

Motion – 10:10 AM

Mr. Gaetjens-Oleson moved to approve the consent agenda, as presented. Mr. Manning seconded and the motion carried by a unanimous vote of the Board.

B. FY2023 Proposed CDFA Budget

Mr. Claffin noted that the budget was reviewed and discussed at the Finance Committee meeting but the Committee did not have quorum and therefore, was not able to approve the budget. He noted the Committee supported the budget, as presented by staff.

Ms. Morin provided an overview the proposed FY2023 budget. She noted members of the Finance Committee requested clarification on several items discussed in May when the preliminary budget was presented. Those adjustments and clarifications have been made to the satisfaction of the Finance Committee members. Several items from the budget were highlighted, including:

- Significant changes are reflected in the restricted energy funds portfolio as a result of CDFA purchasing the EEF loan portfolio from the State in May 2022;
- Flow through expenses reflect several new funding/grant sources, including the SBA Community Navigator and the Council on Housing Stability;
- Operating revenue represents administrative revenue CDFA derives from administering the State Tax Credit program, CDBG, inclusive of the standard programs plus CARES Act and Recovery Housing programs and newer programs such as the SBA Community Navigator and Council on Housing Stability;
- Personnel costs have increased due to temporary positions created for the SBA Community Navigator and Council on Housing Stability programs as well as some overlap for training staff due to impending retirements.

Ms. Morin noted for the Board, the budget also reflects \$1 million of funding from the New Hampshire Department of Health and Human Services, targeted for housing programs, recommended by the Council on Housing Stability. If the Board votes to accept the budget, this will assume acceptance of this contract.

Ms. Easterly Martey stated careful planning has been made to ensure there is strong organizational sustainability. While staff have been added to ensure capacity exists to manage new funding and programs, there are three staff who plan to retire to part time roles this year. Caution has been exercised to ensure focus on CDFA's core work is a priority; growth and contraction have been accounted for and, in some instances, CDFA looks to consultants to manage short-term projects and commitments. The Board noted the program expenses align well with the proposed budget. The Board complimented Ms. Easterly Martey and Ms. Morin on managing a significant influx of funding in a short period of time and finding balance to grow the organization without being overcommitted in terms of personnel or expenses.

Motion – 10:25 AM

Mr. Claffin called for a motion on the FY2023 Proposed CDFA Budget.

Mr. Manning moved to approve the budget, as presented. Ms. Harrington seconded and the motion carried by a unanimous vote of the Board.

C. 2023-24 Tax Credit Award Recommendations

Ms. Easterly Martey provided a brief summary and review of this year's Tax Credit round, and noted 31 applications requesting over \$10 million in funding were received. She thanked Ms. Harrington, Ms. Kristiansen, and Mr. Rayno for their engagement and participation in the Investment Review Committee (IRC) and noted the process reflected the Board's commitment to ensuring robust investments are made in a range of diverse projects from across the State. Proposed investments target infrastructure, community vibrancy, housing and supportive housing, childcare, and local recreation projects.

Ms. Easterly Martey stated the L-5 program, now known as the Community Economic Development program, focused on organizations with significant need, reflecting the critical importance of investing in developing organizational capacity. The funding pool for these applications was doubled this year, reflecting CDFA's commitment to helping these organizations develop and grow.

Also of note, two applications were received for capitalizing loan programs; this type of request will need further consideration from the Board in the coming year..

Overall, the applications reviewed represented good projects in communities. There was robust demand for tax credits from businesses, and CDFA has a very small amount of tax credits to roll into FY2023. The FY2022 L-5 tax credits were all sold. The Board asked whether CDFA would continue to sell tax credits for the Community Economic Development program. Ms. Easterly Martey noted it is her intent to continue the program because the impact from these projects is significant and creates organizational sustainability. Ms. Easterly Martey noted she plans to discuss strategies for selling these tax credits with the Board of Directors at the August meeting.

Ms. Harrington summarized the IRC process for her fellow Directors. She stated the process of reviewing applications is thorough and robust, yielding an excellent slate of applications to consider for funding. She noted staff prepares thoroughly for every phase of the review process and, alongside the Directors on the IRC, carefully considers mission and capacity in its evaluation. Ms. Harrington thanked staff for their diligence throughout the evaluation process of all submitted applications.

Ms. Easterly Martey noted the review process – and the discussions and questions shared between staff and applicants – contributes to creation of stronger applications. There are instances where an applicant is not funded the first time they apply for tax credits, but using staff suggestions, the same applicant comes back the following year with an improved and stronger application for consideration.

The Board asked whether the challenge of not funding good applications could bolster CDFA's case to request additional tax credit funding from the State. Ms. Easterly Martey noted she would like to address this issue at the August Board meeting.

Investment Review Committee Recommendations – 10:43 AM

Ms. Easterly Martey stated she would like to review all disclosed Director conflicts so appropriate remedies may be followed.

- Mr. Clafin will recuse from consideration of tax credit awards. He is the Executive Director of Affordable Housing, Education and Development (AHEAD) Inc., an applicant in this funding round.
- Mr. Tourigny will recuse from consideration of tax credit awards. He is the Executive Director of Manchester Neighborhood Housing Services, Inc. dba NeighborWorks Southern New Hampshire, an applicant in this funding round.
- Mr. Reynolds will recuse from consideration of Community Economic Development tax credit awards. He is the Executive Director of Making Matters NH: Concord Makerspace, an applicant in this funding round.

Mr. Clafin and Mr. Tourigny left the meeting at 10:44 AM.

Ms. Harrington chaired the meeting.

Ms. Harrington reviewed the list of projects recommended for funding, as follows.

PROJECTS RECOMMENDED FOR FUNDING					
ORGANIZATION	PROJECT NAME	LOCATION	REQUEST	REC.	SUMMARY
Affordable Housing, Education and Development (AHEAD) Inc	Peeling Village Phase I	Woodstock	\$625,000	\$500,000	Strong community and economic benefit, creating affordable housing for low-and-moderate income households. High capacity.
Boys & Girls Clubs of Central New Hampshire	Penacook Community Ctr Revitalization	Penacook	\$1,000,000	\$450,500	Strong community and economic benefit, increasing access to affordable, quality childcare and youth services. High capacity.
City of Franklin	Completion of New England's first Whitewater Park at Franklin Falls.	Franklin	\$482,500	\$400,000	Strong community and economic benefit, increasing access to outdoor recreation and downtown redevelopment in Franklin. High capacity.
COAST	Facility Final Design and Construction	Dover	\$625,000	\$400,000	Strong community and economic benefit, providing access to reliable public transportation. Demonstrated capacity.
Downtown Concord Winter Farmers' Market	Downtown Concord Farmers Market & Community Space	Concord	\$626,141	\$300,000	Demonstrated community and economic benefit, increasing opportunities for small business owners and agricultural producers and access to food. Demonstrated capacity.
Farmsteads of New England, Inc.	Redberry Farm Supportive Housing, Phase I	Epping	\$750,000	\$300,000	Strong community and economic benefit, creating permanent, supportive housing for intellectually/developmentally disabled adults. Serving very-low-income individuals. Demonstrated capacity.
Manchester Neighborhood Housing Services, Inc. dba NeighborWorks Southern New Hampshire	Apartments at 249 Main Street Nashua	Nashua	\$625,000	\$500,000	Strong community and economic benefit, creating affordable housing for low- and moderate-income households, revitalization in downtown Nashua. High capacity.
New Hampshire Community Loan Fund, Inc.	Minority Owned Business Lending (MOBL)	Manchester	\$400,000	\$200,000	Demonstrated community and economic benefit, increasing access to capital for minority-owned businesses. Demonstrated capacity.

Rockingham Economic Development Council dba Regional Economic Development Center of Southern New Hampshire (REDC)	NH New Americans Loan Fund	Statewide	\$625,000	\$350,000	Strong community and economic benefit, increasing access to capital for New Americans. Demonstrated program history. High capacity.
Society for the Protection of New Hampshire Forests	Conservation Ctr - The Rocks in Bethlehem	Bethlehem	\$500,000	\$300,000	Strong community and economic benefit, increasing access to outdoor recreation programming and services. High capacity.
The Currier Gallery of Art d/b/a Currier Museum of Art	Chandler House Revitalization Project	Manchester	\$500,000	\$200,000	Strong community and economic benefit, increasing access to arts and wellness therapy programs for underserved populations. Neighborhood revitalization and historic preservation in downtown Manchester. High capacity.
Visions for Creative Housing Solutions, Inc.	Visions - Hanover	Hanover	\$500,000	\$400,000	Strong community and economic benefit, creating permanent, supportive housing for intellectually/ developmentally disabled adults. Serving extremely low and very-low-income individuals. Downtown redevelopment. High capacity.
Warner House Association	Carriage House Project	Portsmouth	\$57,500	\$57,500	Demonstrated community and economic benefit, increasing access to arts and educational opportunities and increased economic activity. Neighborhood revitalization and historic preservation in downtown Portsmouth. Demonstrated capacity.
TOTAL			\$7,316,141	\$4,357,500	

Ms. Harrington noted that the projects to be funded for the New Hampshire Community Loan Fund and REDC will be monitored to assess sustainability and measure success. Ms. Harrington called for any questions or comments.

Motion – 10:49 AM

Mr. Reynolds moved to approved the Tax Credit Applications, recommended for funding, as presented. Mr. Manning seconded and the motion passed with three (3) yeas and two (2) abstentions.

Mr. Clafin and Mr. Tourigny returned to the meeting at 10:50 AM.

Mr. Reynolds left the meeting at 10:51 AM.

Ms. Easterly Martey reviewed the list of Community Economic Development projects recommended for funding, as follows:

ORGANIZATION	PROJECT	REQUESTED AMT	RECOMMENDED
Business Alliance for People of Color	Building Capacity/ Strengthening Connections in NH's BIPOC Business Community	\$150,000	\$110,000
Making Matters NH	Concord Makerspace Capacity and Program Expansion	\$100,000	\$90,000
Mark Stebbins Community Center	Mark Stebbins Community Center	\$75,000	\$40,000
Overcomers Refugee Services (ORS)	Refugees Helping Refugees Give NH a Needed Workforce	\$150,000	\$130,000
Safari Youth Club	Safari Youth Club Capacity Building	\$150,000	\$130,000
Spark the Dream	Spark the Dream	\$145,000	\$130,000
TOTAL		\$770,000	\$630,000

Ms. Easterly Martey called for any further discussion. She noted that all of the CED applications were reasonable requests and the evaluation process was both challenging and deliberate. Emphasis was placed on need, and this was the key difference in projects being selected for funding. Ms. Easterly Martey called for a motion.

Motion – 10:54 AM

Mr. Gaetjens-Oleson moved to approve the Community Economic Development projects recommended for funding, as presented. Mr. Clafin seconded and the motion carried with four (4) yeas and one (1) abstention.

Mr. Reynolds returned to the meeting at 10:55 AM

The Board complimented staff on the presentation of well vetted projects that represent the types of investments which align with CDFA's mission. Ms. Easterly Martey shared a new initiative launched in conjunction with the updated CED program; grant writing assistance funding of \$2,500. There were four (4) awards deployed and three (3) of the four awardees submitted grant/tax credit applications on behalf of organizations. The intention of the grant writing assistance was to broaden the reach of the CED program to organizations most in need; this grant writing assistance program will be offered again next year.

D. CDBG Award and Amendments

Mr. Gaetjens-Oleson presented one planning grant and two amendments, approved by the Community Development Advisory Committee (CDAC), to the Board.

CDBG Planning Grant: The Town of Whitefield requested \$25,000 in CDBG planning grant funds to support architectural and engineering plans necessary to lead to renovations that will create additional, accessible space

in the lower level of the historic library building. Whitefield residents are the primary users of the library, and 54.78% of the population qualifies as persons who are of low- to moderate-income. The project is eligible for CDBG funding.

Amendment: The City of Claremont, on behalf of Southwestern Community Services (SCS)/Shelter Upgrade, requested supplemental funding in the amount of \$130,568 to address the projected cost increases directly due to the impact of COVID-19 and other economic factors on overall construction costs and availability of suitable contractors to complete the project. The project is intended to provide critical funding to support SCS' homeless shelter upgrade efforts to support the most vulnerable populations in the City.

Amendment: The Town of Meredith, on behalf of Laconia Area Community Land Trust dba Lakes Region Community Developers (LRCD)/Harvey Heights, requested supplemental funding in the amount of \$232,000 to address projected cost increases directly due to the impact of COVID-19 and other economic factors on construction costs and availability of suitable contractors to complete the project. The project is intended to support and preserve 25 units of critically needed affordable housing in the Lakes Region.

Mr. Gaetjens-Oleson noted that staff completes a rigorous review of these requests to ensure funds are needed. Mr. Claffin called for questions or comments. None were offered.

Motion – 11:05 AM

Ms. Harrington moved to approve the Planning Grant and the two (2) amendments, approved by the Community Development Advisory Committee on June 2, 2022, and as presented to the Board. Mr. Manning seconded and the motion carried by a unanimous vote of the Board.

The Board inquired as to whether Ms. Easterly Martey has received any other feedback regarding a CDBG award to the City of Berlin. Mr. Gaetjens-Oleson stated he received several inquiries; he shared with those inquiring that the award met HUD and CDFA eligibility requirements and further concerns should be addressed directly with the City of Berlin, the applicant.

The Board stressed the importance of continuing to conduct business with transparency and integrity and thanked Mr. Gaetjens-Oleson for his engagement with the public.

E. CDFA Activity Accomplishments

Ms. Easterly Martey provided a list of the many accomplishments realized in FY2022 by CDFA, reflecting the guidance from the Board and the efforts of the staff. She stated she wants to engage the Board in celebration of the organization along with staff. (FY2022 Accomplishments are attached as addenda to the Board minutes.)

The Board asked whether an article summarizing CDFA 'now', highlighting accomplishments and including a lookback to track what has changed and been realized through the years, could be helpful to the organization, especially when seeking additional funding. Ms. Easterly Martey thanked the Board for the suggestion and agreed it would offer a good overview of CDFA.

F. FY2023 Business Plan

Ms. Easterly Martey provided an overview of the FY2023 Business Plan. She pointed to the updated version of the CDFA website and noted there has been positive feedback that the update has provided a more user-friendly version of the website. The Board asked whether the updated website was initiated because of an antiquated system. Ms. Easterly Martey noted the website was up-to-date, but the goal is to strengthen the site to enable visitors to engage with CDFA programs, access technical assistance and learn how to access CDFA funding with greater success. The plan is to continue to integrate current program information and marketing materials into links in the website so the public has maximum access to information about CDFA.

The Board suggested using the website to communicate can be an inexpensive but very effective way to share public relations information. They stressed the importance of keeping the messages short, easy to read, having

appropriate content and not overusing the platform. The Board also encouraged staff to incorporate data platform updates and to host regional conversations and workshops targeted as a way to deploy critical information.

G. Executive Director Update

Ms. Easterly Martey provided brief updates to the Board regarding the following:

- FY2023 Goals will be discussed with the Board at the August meeting
- There has been significant interest in the next round of CDBG-CV funding
- An offer has been tendered to a CFO candidate
- The August Board of Directors meeting may be flexed to a retreat to engage the Board and Staff in discussions around the living strategic plan updates and celebration of organization accomplishments

H. Adjourn – 11:31 AM

There being no further business of the Board, Mr. Manning moved to adjourn the meeting. Mr. Gaetjens-Oleson seconded and the motion carried by unanimous vote.

The meeting of the Board of Directors adjourned at 11:31 AM.

Respectfully submitted,



Maureen Quinn, Board Relations Manager



Michael Clafin, Chairman of the Board of Directors

FY22 Activity Accomplishments

Provide monthly trainings to Administrators and Staff so that the GMS upgrade and current policies are well understood internally and externally

Develop policy for applications by Fiscal agents to increase funding access

Hire, welcome and train new staff.

Assess Clean Energy Fund capital and deployment specifically regarding ongoing Admin role for EEF

Build coalition leadership around impact areas to advance investment (Council on Housing Stability and Micro Businesses - Community Navigator)

Evaluate customer experience after each major engagement, add accessibility to process

Provide application resources including small grants to increase access to CDFA resources.

Implement L5 program vision to build deeper capacity in communities of high need

Integrate clean energy resources across program areas

Use PolicyMap and other data to identify target communities or regions

Review current vendors & consultants to save \$10K and improve quality.

Engage the Board in outreach work.

Revise scoring to incent applications from target communities