CDFA
COMMUNITY DEVELOPMENT FINANCE AUTHORITY

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NH Community Development Finance Authority
Meeting of the Board of Directors

14 Dixon Avenue, Suite 102
Concord NH 03301

August 12th, 2025, 10:00 AM
MINUTES

CDFA BOARD OF DIRECTORS PRESENT: Ben Gaetjens-Oleson, *Chair*, Peter Rayno, *Vice Chair;* Diane Fitzpatrick, *Secretary/Treasurer*; Ross Bartlett; Carmen Lorentz; Cody Morrison; and Cullen Tiernan.

STAFF: Ian Hart; *Chief Financial Officer;* Melissa Latham, *Director of Policy & Communications;* Scott Maslansky, *Director of Clean Energy Finance*; Mollie Kaylor, *Director of Housing and Community Development*; Rebecca Boisvert, *Director of Community Investment Program;* Julius Peel, *Community Development Program Administrator*; Kirsten Barton, *Community Innovation Manager*; and Maureen Quinn, *Board Relations and Tax Credit Manager.*

CONSULTANT: Nate Olson, *Systems and Data Specialist.*

Mr. Gaetjens-Oleson noted before opening the meeting, he wished to publicly acknowledge the passing of Ms. Laurel Adams, Executive Director of REDC. He noted that Ms. Adams was a tireless champion of many important issues in New Hampshire; he asked all in attendance to join in a moment of silence to honor her. Several Directors shared their experiences working with Ms. Adams and noted she has left an important legacy which should be continued for the betterment of citizens and communities throughout the State.

Mr. Gaetjens-Oleson opened the meeting at 10:04 AM. He welcomed CDFA's newest Director, Mr. Cullen Tiernan. Mr. Gaetjens-Oleson asked Mr. Tiernan to introduce himself and Directors and CDFA staff to do likewise.

Ms. Fitzpatrick requested to make an announcement. She shared that CDFA Executive Director, Ms. Easterly Martey, had been chosen to be inducted into the Boys & Girls Clubs of Greater Manchester Hall of Fame. Ms. Fitzpatrick stated that it is Ms. Easterly Martey's commitment to convening people, organizations, and communities to solve complex issues contributed to her being selected for this year's Hall of Fame. She added that Ms. Easterly Martey is also an alumnus of the Boys & Girls Club. The event is scheduled for November 6th; details and invitations will follow.

Mr. Gaetjens-Oleson stated there were no other announcements, and no members of the public were in attendance; no public comment was offered.

A. Agenda

Mr. Gaetjens-Oleson reviewed the meeting agenda and called for a motion to approve the agenda, as presented.

Motion – 10:09 AM

Ms. Lorentz moved to approve the meeting agenda, as presented. Ms. Fitzpatrick seconded, and the motion was carried by a unanimous vote of the Board.

B. Consent Agenda

Mr. Gaetjens-Oleson reviewed the Consent Agenda, which included the following items:

- June 10th, 2025 Board Minutes; and
- June 10th, 2025 Nonpublic Session Board of Director Minutes

Motion – 10:10 AM

Ms. Fitzpatrick moved to approve the consent agenda, as presented. Mr. Morrison seconded, and the motion passed with six (6) yea votes of the Board; there was one (1) abstention.

C. Board Committee Assignments - 10:10 AM

Mr. Gaetjens-Oleson reviewed the proposed Committee assignments which will be presented to the Board of Directors for final review and approval at the annual meeting in September. He noted most of the assignments currently in place will continue for another year.

Mr. Hart confirmed that Ms. Fitzpatrick will continue to Chair the Finance Committee. The original chart which was circulated had misrepresented the Finance Committee's chairperson.

Mr. Gaetjens-Oleson stated Mr. Morrison had expressed interest in working with the Community Development Advisory Committee (CDAC) and will assume the Committee chairmanship in January 2026.

Mr. Gaetjens-Oleson requested the chart be updated to include places of employment for members of the Credit Committee who are not appointed CDFA Directors. Mr. Hart stated he would provide this information.

D. Communication, Outreach & Engagement Strategy – 10:15 AM

Ms. Latham provided an overview of CDFA's communication, outreach and engagement strategy to broaden impact statewide. The approach is rooted in both CDFA's mission and values and the strategy emphasizes:

- Accountability through transparent reporting, program guidance, funding cycles, information and data sharing;
- Collaboration by engaging a broad array of audiences and diverse voices across multiple platforms, including via regional meetings and co-hosted events;
- Equity by expanding outreach and opportunities to provide technical assistance; and
- Respect and adaptability throughout engagements with partners.

Ms. Latham noted key components of the strategy include training and support, data-driven planning, network building and community voice. She noted several CDFA staff would share insights on various efforts across the organization that have informed this year's strategy.

Community Progress Indicators & Core Data Index

Mr. Olson provided an overview of efforts to update the Community Progress Indicators (CPIs) and Core Data Index. He stated data informs CDFA's strategy as CPIs provide a snapshot of trends on a municipal level. Mr. Olson shared that CDFA worked with a graduate student and Sustainability Fellow from UNH to assist with this project. Outcomes include a broader understanding of how CPIs align with community need. Additionally, several new indicators will be added to the original thirteen CPIs, driven by feedback from constituents across the State. Mr. Olson also shared that CDFA worked with the NH Fiscal Policy Institute to develop strategies to improve impact and reach target communities.

Focused Municipal Outreach

Ms. Kaylor addressed the Board and noted municipal outreach is a continued area of focus in an effort to understand need and opportunities for impactful investments across New Hampshire. She noted the timing of this work dovetails with the development of the State's Consolidated Plan, a five-year plan for deployment of

Federal funds, including Community Development Block Grant funds. Ms. Kaylor stated CDFA worked with Nancy Merrill as a consultant to support these efforts. She visited thirteen municipalities across the State, selected following data analysis of their engagement with CDFA over time, for one-on-one engagements to better understand community need, challenges accessing funding resources and opportunities for targeted place-based investments.

CDFA will build on this work through continued data analysis, outreach and engagement with municipalities through the Consolidated Planning process and other program efforts. Four targeted listening sessions will be held in the Fall of 2025.

The Board asked whether they could have a role in supporting these efforts. Ms. Latham encouraged the Board to share feedback, which can help inform priorities or focus areas. Additionally, the Directors were encouraged to share opportunities for engagement with CDFA within their professional networks.

Analysis of Munipal Engagement

Mr. Peel provided an overview of his efforts to analyze how municipalities have engaged with CDFA over time with a goal of better understanding trends and potential contributing factors for a lack of engagement. His research focused on municipalities with demonstrated need based on the Core Data Index and the frequency of their engagement with CDFA through webinars and funding opportunities. Analysis demonstrated inconsistent participation rates among municipalities and indicated a pattern that initial outreach succeeds in generating interests in the program but does not sustain the level of engagement necessary to submit a successful grant application.

The Board and staff discussed some of the key factors that may result in a community having a one-time engagement with CDFA, including a lack of capacity to access resources or advance large infrastructure projects, as well as potential challenges with project development pipelines.

The Board and staff discussed the role grant writers/administrators, as well as Regional Planning Commissions, can play in supporting municipalities where capacity may be a barrier. It was noted CDFA has launched a fall training series focused on supporting grant administration of federal resources to help increase this capacity across the state. Additionally, nonprofits play an integral role in catalyzing the development and completion of projects. It was acknowledged that skepticism about Federal funds can sometimes deter a municipality from pursuing these resources. The Board asked whether CDFA may be able to partner with the NH Center for Nonprofits to help increase awareness about CDFA funding opportunities.

Place-Based Engagement

Ms. Barton updated the Board about the City of Manchester Center City Investment Program. She noted CDFA partnered with Granite United Way to administer $100,000 of mini grants of up to $10,000 per grant. The effort is a pilot program to better understand the opportunity for and impact of targeted, place-based investments guided by a local community advisory committee. Efforts have engaged City Center neighborhood stakeholders, city officials and nonprofit leaders. Ms. Barton discussed the grant making process and timeline for implementation activities.

The Board was interested in understanding the types of projects that applied for funds and Ms. Barton provided several examples of impactful initiatives that could potentially be funded. Ms. Barton noted there will be a concerted effort to understand the outcomes and impacts of these investments; these results can be used inform future capacity building investments.

Summary

Ms. Latham summarized the presentation and noted CDFA will continue to build on its established foundation to diversify and explore new approaches to communications, outreach and engagement to increase impact. Key areas of focus for the next fiscal year include:

- Leveraging new communication channels by a launching donor and partner newsletter programs;
- Revamping CDFA's website and Resource Hub;
- Continuing to engage with partners to deepen connections and understanding of needs; and
- Developing new training, education and programmatic tools to improve access to resources.

The Board thanked CDFA staff for the comprehensive overview of strategic initiatives and community engagement.

E. Website Redesign & Planned New Board Website – 11:10 AM

Mr. Hart informed the Board of Directors that CDFA is updating its website and resource hub to improve user experience and accessibility. Goals include:

- Improve user experience with simplified navigation and layout, mobile responsiveness, and easy-to-find key actions;
- Strengthen CDFA's brand with a professional and modern design, consistent branding, and easy access to information;
- Optimize for search engine optimization and zero-click searches;
- Integrate tools on the backend to inform marketing and program content/activities; and
- Ensure accessibility and inclusivity including compliance with Web Content Accessibility Guidelines, inclusive language and design.

Mr. Hart also stated CDFA plans to modernize the Board website to improve secure access to materials, as well as make efficient use of our existing technology and reduce costs. Directors were invited to offer feedback, including examples of preferred websites, to Ms. Latham and feedback on the Board Website to Mr. Olson. A training and discussion of the Board website will take place at the Annual Meeting in September.

F. Calendar Year 2026 Employee Handbook Updates

Mr. Hart noted there are proposed updates to the calendar year 2026 employee handbook which will be brought to the Board for action in September at the Annual Meeting. The updates seek to clarify existing policies, memorialize policies added during the year, and add or delete elements. One example of an item that may be deleted included newer initiatives that were not budgeted in calendar year 2026.

Mr. Hart briefly outlined upcoming changes to CDFA's IT service. CDFA's current service provider, SNS was purchased by an out of state firm. In response to significant resulting price increases, CDFA developed an RFP. Proposals are being reviewed and CDFA expects to select a new service provider later in August.

G. Donor Appreciation Calls

Ms. Boisvert addressed the Board and requested all Directors to please consider calling a handful of business donors in the hopes that these phone calls will garner continued support, particularly through the Tax Credit program. This outreach is also an opportunity for businesses to be reminded of CDFA's effort to focus on community and economic development. Ms. Boisvert suggested this may help strengthen the commitment of donors and could prove useful in ensuring the full allocation of tax credits in each fiscal year is fully sold.

The Board asked whether phone calls will be assigned based on region. Ms. Boisvert thanked the Board for the suggestion and stated that can be considered.

H. Adjourn – 11:40 AM

Prior to adjournment, Mr. Gaetjens-Oleson reminded all Directors that the Annual Board of Directors meeting will take place on September 16th. He also asked Directors to plan for the October 14th Board of Directors meeting, which will be held in Jefferson and will include lunch and afternoon activities.

There being no further business before the Board of Directors, Mr. Rayno moved to adjourn the meeting. Ms. Fitzpatrick seconded, and the motion carried by a unanimous vote of the Board of Directors.

Respectfully submitted,

Maureen Quinn

Maureen Quinn, Board Relations and Tax Credit Manager

Benjamin Gaetjens-Oleson, Board Chair