



REQUEST FOR QUALIFICATIONS

Financial Oversight and Systems Management Services

December 3, 2025

Purpose

CDFA is seeking a qualified firm to provide temporary financial management oversight and advance specific financial management projects. This project will be supported by a Finance team including a Chief Financial Officer, Accounting Director, and Staff Accountant. The work will be supported and overseen by the Executive Director. Core responsibilities include budgeting and forecasting, maintaining accurate financial records, managing cash flow, and producing timely reports for management and the Board. We seek a partner for an engagement of approximately one year to support informed decision-making, regulatory compliance, and long-term resilience by aligning financial strategies with organizational goals.

About CDFA

Created in 1983, the NH Community Development Finance Authority (CDFA) supports community development, economic development, affordable housing, and energy efficiency activities throughout New Hampshire. We accomplish these goals through the provision of grants and loans to Granite State small businesses, municipalities, and nonprofits.

CDFA supports the development of vibrant and resilient communities by providing financial resources to nonprofits, community development organizations, counties, municipalities, and for-profit businesses. These organizations, in partnership with CDFA, see our work in revitalized downtowns, the building of high-quality childcare facilities, supporting the expansion of business to provide job opportunities, the creation of new housing units, investments in clean energy projects and the support and development of a healthy nonprofit sector.

CDFA's Fiscal Year 2026 annual operating budget is \$3.6 million, with a budget of approximately \$20 million in additional grantmaking. As a nonprofit state authority, CDFA is subject to a number of state requirements, including but not limited to RSA 91-A, New Hampshire's Right to Know Law. As an administrator of federal funds, we are subject to federal compliance requirements, including the completion of an annual single audit.

CDFA operates entirely in the cloud. Our primary financial systems include:

- **Sage 100:** CDFA's primary accounting software, used for managing financial transactions, budgeting, reporting, and general ledger functions. It supports integration with other systems and can be configured to track multiple funding streams and cost centers.
- **Checkmate:** CDFA's payroll processing system, responsible for managing employee compensation, benefits, and related reporting. Integration with Sage can reduce manual entry and improve financial oversight.
- **Dulles Technologies Webgrants:** CDFA's Grants Management System (GMS), the internal platform for managing grant appropriations, disbursements, and compliance tracking. It serves as a central repository for program-related financial data and reporting.

RFQ and RFP Timeline and Implementation Schedule (Subject to Change)

On or before December 3, 2025	RFQ distributed
December 12, 2025, 4 p.m.	Responses due
December 19, 2025	Proposal Scope Set; Request for Proposals distributed
January 9, 2025	Receive Proposals
January 16, 2025	Proposals Scored and Interviews Set
Week of January 16	Finalist Interviews
January 16	Finalist Selected
January 18-23	Contract Negotiations
January 26	Kickoff Engagement

Vendor Qualifications

Required Qualifications

Applicants must demonstrate expertise in the following:

- Nonprofit financial administration, including but not limited to Generally Accepted Accounting Principals (GAAP);
- Federal grant compliance, including but not limited to Government Auditing Standards, and Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principals, and Audit Requirements for Federal Awards; and
- Administration of Sage 100, including report design and automation, and integrations with third-party systems.

Optional Qualifications

In addition to the Required Qualifications above, the respondent should indicate their experience with regard to the Scope of Potential Services described in Appendix A.

Requirements for Submittal

Please include the following in your proposal:

- Company overview, including principals and years in service
- Description of services offered
- Experience with respect to Required Qualifications
- Experience with respect to Optional Qualifications, noting for each, "Extensive Experience, Some Experience, or No Experience."
- Names, phone numbers, and email addresses of contacts for client references
- Any additional value-added services

In addition, each response to the RFQ must include and address the items below.

- Respondent must provide evidence of certification that the Bidder is qualified to do business in the State of New Hampshire.
- Include the name, telephone number, and email address of the individual who will be the principal contact for CDFA.

Deadlines

Responses should be submitted in PDF format via email to: Katherine Easterly Martey, Executive Director, keasterly@nhcdfa.org. Please put “**CDFA Financial RFQ – (Firm Name)**” in the subject line. Process questions may be addressed via email or to 603-226-2170

The deadline for proposal submissions is December 12, 2025 at 4 p.m.

Responses received after the deadline will be accepted at the sole discretion of management, and only after consideration of extenuating circumstances.

Evaluation Criteria and Selection Process

Responses will be evaluated based on:

- Experience and qualifications
- Quality and comprehensiveness of services
- References and client feedback

A staff review committee will review and evaluate submissions prior to CDFA issuing a request for proposals (RFP). Following the RFP process, an award of contract will be made by written notice to the Responsible and Responsive Bidder whose proposal offers the Best Value to CDFA. The Best Value will be based on objective and quantifiable criteria of the review completed. CDFA has no liability under such award until CDFA executes a written agreement to memorialize the terms, and CDFA may elect not to enter a contract at any point, in its sole discretion.

Reservation of Rights

CDFA reserves the right to:

- Amend this RFQ if necessary
- Reject any response not meeting minimum requirements
- Cancel the RFP process according to the best interests of CDFA

Appendix A. Scope of Potential Services

In addition to the Required Qualifications described in the RFQ document, CDFA seeks to understand the responding firms qualifications and proposed approach with regard to the following priorities.

1. Financial Oversight and Management

- 1.1 Oversee and potentially manage oversight of the accounting functions to ensure timely and accurate recording of financial information; oversee the creation and dissemination of financial reports (month end, quarter end financials) to the Board of Directors and managers. Develop and maintain internal controls and financial procedures to minimize the risk of loss, fraud, abuse, or other material financial management weaknesses. Identify best practices and implements solutions to improve the accounting function.
- 1.2 Oversee the execution of all financial and accounting activities in compliance with reporting requirements.
- 1.3 Oversee the annual operating budget, in consultation with the Executive Director, program directors, and the Finance Committee of the Board of Directors. Ensure transparency with staff and the Board. The budget should be informed by financial forecasts, actual and projected expenditures, the strategic plan, and other goal documents. Secure Board approval in June for implementation July 1.
- 1.4 Develop budget and other financial plans and long-term forecasts, in collaboration with the Executive Director and the Program Directors, to inform annual operating budgets and provide strategic direction to the Board and Executive Director. Monitor program and organization budgets throughout the fiscal year and program life and works with staff to ensure operations and programs stay within budget. Ensure budgeting and other financial priorities and decisions reflect CDFA's living strategic plan, Board direction, and other guidance documents.
- 1.5 Develop and report key financial performance indicators to Executive Director and Board.
- 1.6 Review and refine CDFA's Accounting Policy as needed.
- 1.7 Oversee the investment of discretionary funds in bank products in a way that maximizes local investment and return, maintains necessary liquidity, and minimizes administrative burden.
- 1.8 Provide guidance to the CFO on practices that ensure the organization is compliant with fiscal regulations governing all programs for which it receives funding.
- 1.9 Support timely and accurate year-end close.
- 1.10 Ensure agreement between Grant Management System, federal financial databases and CDFA's financial system to ensure that finance staff, program staff, and awardees have access to the same financial figures.
- 1.11 Meet with CFO and Executive Director on a quarterly basis to provide detailed information on expenditures and balances, financial outlook, concerns, opportunities, proposed adjustments as necessary.
- 1.12 Optimize use of CDFA's financial system to ensure timely and accurate monthly, quarterly, and annual reports. Reconfigure monthly reconciliation and financial reports

to take advantage of systemic efficiencies in a way that provides sufficient flexibility for the addition of new fund sources and cost centers.

2. Financial Management Projects

2.1 Optimize use of CDFA's financial system to ensure timely and accurate monthly, quarterly, and annual reports.

- 2.1.1 By month 6, create an accounting-based system that tracks and controls contract expenditures for all programs and consultants, possibly utilizing purchase orders.
- 2.1.2 By month 9, Confirm whether Sage 100 is the best system for CDFA's size, budget, and needs.
- 2.1.3 By month 12, enable Sage to talk to Checkmate (payroll) and new loan software (March) and other systems where efficiencies would be gained.
- 2.1.4 Reconfigure monthly reconciliation and financial reports to take advantage of systemic efficiencies in a way that provides sufficient flexibility for the addition of new fund sources and cost centers.
- 2.1.5 Identify other opportunities for efficiency gains, reduced manual entry, and added controls.
- 2.1.6 Consider whether grant-based accounting would be an appropriate approach for CDFA, what that would entail, how CDFA could approach changing or incorporating grant fund accounting, and training staff on such a transition.

2.2 Reduce time intensive processes while improving capacity to report and analyze budget function.

- 2.2.1 By month 3 and in time to start the budget process (March), translate FY26 budget into Sage using chart of accounts, including:
 - 2.2.1.1 Designing a workbook utilizing chart of accounts that emulates current budget workbook; and
 - 2.2.1.2 Utilizing or designing reports in Sage including Budget vs. Actual reports by cost center and accounts.
- 2.2.2 Explore line-item budgeting tools for planning and implementation tracking
- 2.2.3 Develop time-based reports to flag expected start and spend
- 2.2.4 Develop financial tools for forecasting, based on changing assumptions and forecasts
- 2.2.5 Develop tools in Sage for managing one-time funding opportunities as well as multiple funding streams for single programs

3. Audit

- 3.1.1 Review Fiscal Year 2026 audit scope to ensure compliance with funding and grant requirements
- 3.1.2 Manage competitive process to hire and onboard a new auditor for the starting with the Fiscal Year 2027 audit

4. Lending

- 4.1.1 Support integration of new lending software platform (March 2025) with Sage.