



Request for Proposal – Strategic Planning NH Community Development Finance Authority

The Organization: The mission of the NH Community Development Finance Authority (CDFA) is to support the development of vibrant and resilient communities by providing resources for community economic development efforts.

Created by the Legislature in 1983 (RSA 162 L), the CDFA supports affordable housing and economic development activities that benefit low- and moderate-income citizens in New Hampshire.

CDFA is empowered to invest in or lend to any community development corporation or other nonprofit organizations involved in community development for specific projects that will:

- Contribute to the development or redevelopment and economic well-being of target areas or target populations,
- Contribute to the economic development of the state,
- Increase or maintain primary employment, or
- Provide affordable housing opportunities to low- and moderate-income people.

Background: The CDFA's core resources are the NH Business Tax Credit Investment program and the Federal Community Development Block Grant program. These resources have remained stable or declined during recent years. CDFA's operational support derives for fees determined as a proportion of deployed resources. Over the past five years, CDFA has experienced significant growth through the addition of time limited projects such as the Neighborhood Stabilization Program and the BetterBuildings Program. Please go to www.nhcdfa.org for more information.

The Project: The Board of Directors (BOD) of the CDFA seeks qualified individuals and/or consulting firms with experience in the development of strategic plans. The objective is to engage BOD members and staff in a process that results in a three year strategic plan that articulates future direction and one year action plan that guides operational activities in support of that goal.

The BOD wants to examine the following questions:

- What is the environment we are operating in? How does community development happen and what is our role?
- What are the long-term societal benefits we seek? What are the priorities and challenges in light of the environment we operate in?
- How can we sustain or build the organization and resources for communities?
- What is our current organizational capacity and what capacity do we need in the future?

The BOD and staff also have specific questions regarding the effective deployment of existing resources, including:

- an examination of regional differences in capacity to use tax credits;
- priorities for the Ventures Fund;
- structure of financing/funding opportunities; and,
- opportunities to collaborate with other community development organizations, as examples.

Timeframe: We hope to complete this project within 3 – 4 months of contracting.

Deliverables: Environmental scan, written three year strategic plan and one year operational plan.

Submissions: To apply, please submit a cover page including the name, title and contact information for the primary contact person; qualifications of the applicant organization and key project staff; and, a plan for the project, including preliminary workplan, timetable and budget. Please include client references for like projects.

Selection Criteria: Approach, plan of work, schedule; cost; and, qualifications, including experience with strategic planning for non-profit organizations and familiarity with community development.

Select candidates will be invited to meet with the Board of Directors.

Please mail submission to:

Theresa Upstill
NH Community Development Finance Authority
14 Dixon Avenue
Concord, New Hampshire 03301

Or electronic submission to:

strategicplan@nhcdfa.org

Deadline: February 24, 2012