



# CDFA

COMMUNITY DEVELOPMENT FINANCE AUTHORITY

## CDBG MICROENTERPRISE

# 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.

### CDFA'S 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.

## PROGRAM OVERVIEW

The Community Development Block Grant (CDBG) Microenterprise Program helps foster economic development by supporting organizations that provide a full range of entrepreneurial training and technical assistance services to low- and moderate-income micro-business owners and start-ups (those with fewer than five employees).

The Microenterprise Program is a subset of the CDBG Economic Development Program. Funding for the CDBG program is provided to New Hampshire through the U.S. Department of Housing and Urban Development.

## PROGRAM OBJECTIVES

The State of New Hampshire Microenterprise Program supports economic development by providing assistance in the following ways:

1. Counseling to businesses to attain credit for the establishment, stabilization, and expansion of the microenterprise.
2. Technical assistance, advice, and business support services to owners of microenterprises and persons developing microenterprise. This includes assistance intended to enhance business planning, marketing, management, financial management skills, business operations, or assistance for the purpose of increasing access to loans and other financial services.
3. General support to owners of microenterprises and people developing microenterprises. This includes peer support programs and counseling.

Microenterprises provide viable employment alternatives for some disadvantaged groups, including public assistance recipients, isolated rural populations, dislocated workers, individuals with varying levels of education and/or training, single parents, and minorities.

## PROGRAM ELIGIBILITY

Eligible applicants include most New Hampshire incorporated counties, cities, and towns. A nonprofit agency may also apply through its municipality or county as a sub-recipient of CDBG funds. All eligible municipalities and counties may apply for up to \$500,000 per year for a one-year CDBG Microenterprise Program grant. Eligible

applicants may apply jointly, according to CDFA 306.01 (e).

Federally-designated entitlement communities of Dover, Manchester, Nashua, Portsmouth and Rochester are ineligible to apply as they receive CDBG funds directly from the U.S. Department of Housing and Urban Development.

## PROGRAM GUIDELINES FOR GRANTEES AND SUBRECIPIENTS

All Microenterprise Program applicants are subjected to a substantial programmatic review. All applicants must be approved for funding by CDFA's Community Development Advisory Committee and Board of Directors with final approval by New Hampshire's Governor and Executive Council. If approved, the following guidelines must be adhered to by all grantees and subrecipients.

### TERM OF GRANT

The maximum term for a grant is 12 months. The program year is July 1st – June 30th.

### PROGRAM SERVICE AREA

Microenterprise Program services are available to all eligible businesses/persons located within the State of New Hampshire's jurisdictional boundaries. Any service providers that receive applicants from entitlement communities must keep their total participation less than 30% of their total claim for the grant year.

### ELIGIBLE PROGRAM PARTICIPANTS

All eligible program participants must meet the definition of a microenterprise. For this program's purposes:

- A microenterprise is defined as a commercial enterprise that has five or fewer employees, one or more of whom owns the enterprise. The term "employee" includes all full-time or part-time employees and all owners of the business on the payroll at the time of intake application (this applies even if all owner's salary draws are not on a regular basis); or
- Persons developing microenterprises, meaning persons who have expressed an interest in, or who after an initial screening process, are expected to be actively working toward developing businesses, each of which is expected to be a microenterprise at the time it is formed.

Eligible participants must have a physical business address in the program service area. Individuals wishing to start a business are also eligible applicants, but they must provide proof their primary residence is located within the program service area. Exceptions can be made for microenterprises looking to move to New Hampshire upon request and written approval by CDFA.

Eligible participants must also either have experience in the business area of interest, have clearly identified vision of business goals or have the ability to understand and describe the market for their product or service, and the commitment to work hard for business success.

Employees of microenterprises will not be counted as beneficiaries separate from the owner of the microenterprise. If an employee wishes to participate in the program, the owner must first come in to qualify and designate employees that may come in on their behalf.

### COUNTING EMPLOYEES

The determination of employees is defined by the number of full-time equivalent (FTE) employees a business has at the time of intake. CDFA adheres to the IRS policy of FTEs for its calculation. Simplified, an FTE is calculated on the basis of 2,080 hours per year worked.

Add up the total hours of service for which the employer pays wages to employees during the year (but not more than 2,080 hours for any employee), and divide that amount by 2,080. If the result is not a whole number, round to the next lowest whole number. (If the result is less than one, however, round up to one FTE.)

### INELIGIBLE PROGRAM APPLICANTS

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Ineligible applicants include applicants whose business (for existing) or private (for start-ups) address is outside the program service area. Non-profits are not eligible for microenterprise assistance.

### MEETING THE CDBG NATIONAL OBJECTIVE

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Under federal regulations, use of CDBG funds for microenterprise activities must meet the national objective of benefit to low/moderate income persons under the Limited Clientele definition. As such, all microenterprise owners must be documented as meeting the U.S. Department of Housing and Urban Development's low/moderate income definitions prior to receiving any services. The income verification form will be used to confirm income of program applicants.

Limited Clientele: "570.208 (a) (2) Limited clientele activities. (i) An activity which benefits a limited clientele, at least 51 percent of whom are low and moderate-income persons." To qualify for this activity, the Microenterprise Program passes the following required test, "It must have income eligibility requirements which limit the activity exclusively to low and moderate income persons."

### ELIGIBLE PROGRAM COSTS

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Use of CDBG funds for the Microenterprise Program is restricted to certain eligible costs.

Eligible costs for the Microenterprise Program include, but are not limited to, the following:

- Technical assistance;
- Business advising;
- Grants, loans, loan guarantees;
- Business development workshops or classes;
- Online business training courses;
- General support services to include:
  - Child care/dependent care services;
  - Transportation to technical assistance services or loan processing service appointments;
  - Peer support groups;
  - Counseling; and
  - Assistance accessing and paying for the direct costs of training and education, such as tuition and fees.
- Job training for owner/employees.

Any questions regarding eligible costs should be directed to your grant administrator or CDFA staff.

#### *Note on Supportive Services*

Supportive services must be properly documented if provided to program participants. Child care/dependent care services must be provided by a licensed and qualified provider and travel costs must be documented. Supportive services are utilized to help eliminate any barriers impeding a program participant from starting or operating their microenterprise and must be utilized in that regard. If a program participant is no longer able to continue participation in the microenterprise program the provider offers, supportive services should cease immediately.

### INELIGIBLE PROGRAM COSTS

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The general rule for CDBG is that any activity, Economic Development or otherwise, not authorized under the provisions of 24 CFR 570.201 is not eligible for funding.

Ineligible costs for the Microenterprise Program include, but are not limited to, the following:

- Government expenses;

- Political activities;
- Purchase of equipment (though electronic equipment may be eligible contingent upon circumstances of use);
- Purchase of furnishings and personal property;
- Operating and maintenance expenses;
- Income payments;
- Direct costs such as the payment of any personal or business debt, payment of rent/lease payments, payment of cash or wages, payments for food or drink.

Any questions regarding ineligible costs should be directed to your grant administrator or CDFA staff.

### SERVICE TIMEFRAME

Under federal regulations, a program participant may receive services for up to three years after completing income verification as an eligible microenterprise. If there is a lapse in service within that three-year period, the program participant must requalify as both low/moderate income and a microenterprise. Proper documentation must be submitted showing there was a time lapse in service.

This is three years across all service providers in the state. A program participant may not complete three years with Provider A and then move on to receive additional services from Provider B.

### COST PER BENEFICIARY

The maximum cost allowable is \$2,500 per beneficiary served. An additional \$2,500 is available for completed loans.

### MAX LOAN AMOUNT TO BENEFICIARIES

The maximum loan amount allowable to beneficiaries is \$25,000.

### OTHER CDBG FEDERAL LAWS AND REGULATIONS

The Microenterprise Program follows the same laws and regulations as the CDBG Economic Development Program as administered by CDFA and the Code of Federal Regulations. More information regarding these guidelines can be found in the [Community Development Block Grant Application and Program Guide](#).

#### *Important Note for Micro-Loan Clients*

An environmental review is required by the Department of Housing and Urban Development for each business funded with CDBG monies (24 CFR 58). The review must be completed prior to any project-related activities commencing with the business and it must encompass all aggregated project-related activities for the business.

The environmental review will comply with the Department of Housing and Urban Development's regulations regarding the National Environmental Policy Act (NEPA). The Grantee is required to complete and certify compliance with the NEPA. The level of environmental review is determined by the type of proposed project and associated activities. The loan applicant will be informed of any additional loan processing time due to the NEPA review.

## HOW TO APPLY

All applications must be completed and submitted on CDFA'S Grants Management System ([www.nhcdfragrants.org](http://www.nhcdfragrants.org)). All applicants will be subjected to substantial programmatic review.

An outline of the Microenterprise Program application can be found in Appendix A of this document. Information on using CDFA's Grants Management System can be found in Appendices D and E of this document.

## KEY DATES

Applicants should note the following dates and deadlines as they relate to the 2018 Microenterprise Program.

### ONLINE APPLICATION AVAILABLE

Applications will be available on CDFA's Grants Management System (GMS) beginning January 1, 2019.

### APPLICATION DEADLINE

Applications for the 2018 Microenterprise Program are due Friday, March 22, 2019 by 4:00 PM. Late submissions and incomplete applications will not be accepted.

### AWARD ANNOUNCEMENT

All applicants are invited to attend CDFA's Community Development Advisory Committee meeting on Thursday, May 2, 2019 when the Committee will review all applications and make funding decisions. Any decisions made by the Committee require subsequent approval by CDFA's Board of Directors and New Hampshire's Governor and Executive Council.

## PROGRAM ADMINISTRATION

All grantees and subrecipients must adhere to the following program administration requirements.

### CONTRACT REQUIREMENTS

Successful applicants will be required to execute a grant agreement with CDFA.

### REQUIRED DOCUMENTATION FOR CLAIMS

For each program participant served, CDFA requires three items of documentation to support the record of services and participant eligibility. These three items should be attached to the claim for reimbursement.

1. **Income Verification Form:** Verifies the income for the program participant and must be filled out clearly and signed. The form should only be filled out at first contact and kept on file. The provider will need to submit the form each program year. County-specific Income Verification Forms can be found on CDFA's website under [CDBG Resources "Economic Development Income Surveys."](#)
2. **Attachment IV/Business Tracking Report:** Documents required reporting information such as number of employees, gross revenue of the business, and several other factors. The report is also used to provide CDFA information on the participant's outcome goals in the program and notable successes at project close out. The report can be used in conjunction with the provider's own intake procedure and edited by the provider to suit their own intake needs, but must include the basic information outlined in the report template. An example of this report can be found in Appendix C.
3. **Business Tracking Spreadsheet:** Used to track all program participants throughout the grant year.

#### *Note on Claim Documentation*

Each provider should set up an organized procedure for maintaining program participant files and preparing them for submission to their grant administrator. Incomplete or incorrect submission can result in rejection of provider claims and hold up the process of dispersing funds.

### DOCUMENTING COVERAGE OVERLAP

New Hampshire is a small, rural state with a few key technical assistance providers delivering microenterprise services. Many of the providers funded through the Microenterprise Program offer distinct services that can truly benefit a business. It is the belief of CDFA that we are here to serve our beneficiaries first and would impart the same mission onto our service providers.

There will be times a beneficiary will visit two or more providers to receive the services they need to be successful. In these circumstances, CDFA requests providers clearly document the services they have offered the program participant. If they are unable to do so at the time of intake, it is expected this documentation will be provided prior to the close out of the grant. As CDFA is limited in the amount of assistance that it can provide per beneficiary, the organization needs to maintain suitable documentation to show services are not being duplicated at multiple providers.

For example, John Doe goes to Provider A to receive business consulting services and attend a few workshops. He is either then referred or individually seeks services from Provider B where he is able to take advantage of their Small Business Marketplace to sell his goods and receive counseling to support that new step in his business.

This is an example of two distinct services from two separate providers. Both providers would be eligible to receive CDBG assistance for that program participant.

### CLOSE OUT REPORT

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The final status/close out report is due at the end of the grant period. This final report will include a narrative describing the progress toward achieving the proposed accomplishments listed in the application, namely the number of businesses serviced throughout the duration of the grant. If the provider was unable to meet the metrics for proposed number of businesses serviced, an explanation would be given at this time.

The narrative should be used as an opportunity to evaluate the successes of the Microenterprise Program and highlight any areas that may need some work in the upcoming grant year. The provider should highlight their ability to succeed in the six areas outlined by our Microenterprise Program Best Practices in Appendix B:

- Outreach;
- Application/Intake;
- Service Delivery;
- Lending (or Access to Lending);
- Outcome Tracking; and
- Success Metrics.

If the provider has offered suitable documentation at each claim period to document the progress of each program participant, a single narrative will be accepted to close out the grant.

If the provider has not offered suitable documentation at each claim, they will be required to report on the status of all program participants.

Below you will find an outline of the application for the 2018 Microenterprise Program. Applications must be submitted by 4:00 PM on Friday, March 23, 2018, through our online Grants Management System ('GMS')([www.nhcdgrants.org](http://www.nhcdgrants.org)). Hard copy or emailed applications will not be accepted.

**I. Applicant Information**

- Primary Contact
- Authorized Official/Authorized Official email
- Organization Information
- DUNS#/Executive Council District/CCR#

**I. Project Information**

- Grant Writer Information
- Subgrantee Information
- Proposed Number of Businesses to Assist
- Total Grant Request/Project Costs Breakdown

**II. Threshold Instructions and Checklist**

- All CDBG Statutory Requirements
- Public Noticing and Hearing Requirements
- Application Certification and HUD Disclosure Report
- Residential Antidisplacement and Relocation Assistance Plan
- Housing and Community Development Plan
- All Required Threshold Attachments

**III. Project Description**

- Executive Summary
  - Provide a brief description. The ability to expand on this information will be available in the next section (200 character limit).
- Management Capacity of Microenterprise Provider

In the sections provided, you will be given five different areas to highlight the strengths of your program. These sections should also be used to:

- Describe your organization's current staff and capacity to carry out this proposed program;
  - Describe your organization's recent experiences and notable successes in the microenterprise program;
  - Describe any program changes made this year based upon those previous experiences which will lead to a better capacity to service microenterprise businesses in your region.
- Please describe the organization's experience in providing businesses skill training to owners of microenterprises (2000 character limit).
  - Please describe the organizations experience in providing technical assistance to owners of microenterprises (2000 character limit).
  - Please describe the organization's experience in providing support services to owners of microenterprises (2000 character limit).

- Please describe the organization’s experience in providing loans to owners of microenterprises (2000 character limit).
- Please describe the organization’s experience in loan processing, tracking, and collection (2000 character limit).

#### **IV. Program Design**

- Provide a full description of the program, including, but not limited to (2000 character limit per section):
  - Outreach/marketing plan. Each organization should have an outreach coordinator or someone serving in the capacity which keeps key timelines, materials, and connections to media outlets. This plan should include the organizations plan to reach LMI businesses specifically, as well.
  - Process for screening participants to determine eligibility for beneficiary status. This should include either the provided Business Track Report or a modified version for the organization. The Family Income Verification Form and Business Tracking Spreadsheet should be incorporated into this process.
  - Description of any screening and training to determine entrepreneurial potential and gaps in entrepreneurial skills. Organizations should highlight how they determine the viability of the business idea and client readiness. The process the organization utilizes should maintain consistency and transparency in their screening process.
  - Description of business skill and peer training provided, including training outcomes. A service delivery plan, calendar, or list of services could be provided for further information in this section. There will be a program design attachment section for ease of submittal.

**IMPORTANT NOTE: Organizations should outline expected outcomes from their training program in this section. This should include how the organization monitors the success of their program.**

- Description of any business technical assistance provided, including both scope and time of the assistance provided and identification and qualification of the technical assistance providers.
- Description of any support services provided.
- Description of lending services provided, including the following information and attachments:
  - Letter of commitment of lending funds and a lending budget;
  - Cost of capital to borrower;
  - Underwriting and lending guidelines, including screening procedures for approving loans;
  - Procedures for loan origination, closing, disbursement and collection, including procedures for identifying problem loans;
  - Organizational loan collection history and availability of loan loss reserve, if any.

#### **V. Public Benefit**

- Provide the following information related to public benefit:
  - How many low and moderate income businesses will be served by this project?
  - Of those served, how many are from special needs groups?
  - How many loans will be made to qualified beneficiary businesses?

**VI. User Demand**

- Document the user demand by providing the following (1000 character limit):
  - Listing of users waiting for service and historical statistical data of service usage;
  - Need for services including training, technical assistance, credit and support services.
- To what degree will this program reduce the local demand on social services (1000 character limit)?

**VII. Project Budget**

- Project self-sufficiency with milestones and goals. The organization should use this section to show the necessity for CDBG funds to continue their programs.
- Sources and Uses Table.

EXAMPLE:

Row	CDBG
Training	\$62,500
Technical Assistance	\$62,500
Lending	\$0
Support Services	\$0
Administration	\$0
Other	\$0
Sub-Total	\$125,000
CDBG Admin Costs	\$12,455
Totals	\$137,455

- Sources and Uses – Assumptions. This is the section that explains the breakdown from the Sources and Uses Table. While Providers are not required to submit breakdowns of payrolls, procurement, receipts, etc, it is expected that within accounting records CDBG spending is clearly documented.

**VIII. Organization Attachments**

- All organization attachments should be placed here.

EXAMPLE: Organizational By-Laws, Organizational Chart, Job Descriptions

**IX. Other Attachments**

- All other attachments should be placed here such as financials and other relevant information.

EXAMPLE: Attachments from the Program Description Section, additional documents, Environmental Form

## APPENDIX B: MICROENTERPRISE PROGRAM BEST PRACTICES

The following best practices should be implemented by all Microenterprise Program service providers.

### OUTREACH

*Goal: Target help to as many businesses who you want to help.*

- Create overall marketing strategy.
- Define location/size of target market in terms of mission/capacity.
- Know who potential customers are and what they need.
- Explore partnerships with private lenders in local community.
- Use staff meetings to review marketing, ensuring quality and consistency.
- Engage donors/put marketing in donor proposal.
- Have outreach coordinator to keep key timelines, materials, and connections to media outlets.
- Customer service representative maintains marketing systems i.e. inquiry log, contact database, fliers, campaign emails.
- Develop event marketing guide.
- Promote training workshops and community outreach guide to get to know community and culminate an orientation.
- To reach low/moderate income, best targets are social service organizations.

Examples:

- Marketing guides involve timeline, set of marketing targets/tasks, identifying key parties responsible.
- Market research: in-house systems to capture key marketing/contact info.
- Market research: use geographic info systems to identify scope of demand in various neighborhoods.
- Market research: client focus groups and customer surveys geared toward providing feedback on products/services.
- Use of MIS, client records, intake forms, commercial databases, database marketing, referrals
- Market research: telephone, in-person, mailed surveys.
- Graphic of target to remind staff.

### APPLICATION/INTAKE

*Goal: Enroll as many of the struggling, but targeted group that you're looking to assist.*

- Implement screening assessment for each client.
- Capture referral sources.
- When screening clients, assess client readiness, viability of business idea, and entrepreneurial skills.
- Hold interviews between clients and program staff.
- Maintain consistency and transparency in screening process.
- Vary assessment based on different target groups.

Examples:

- Tools: written applications/intake forms to collect basic demographic and economic data, make screening decisions, description of business idea, detail on client business and education background
- Client records and MIS database.
- Interview guides, written applications, scoring sheets.

### SERVICE DELIVERY

*Goal: Provide business owners with basic skill development and move on to customized assistance.*

- Set personal and business goals with consultant.
- Teach business development, partnerships, financial packaging recommendations, exporting/importing support, market research help, employee guidance, marketing/graphic design advisement, access to markets, financial literacy education, personal effectiveness, bank linkages.
- For rural entrepreneurs, use distance learning, incubators, and exposure visits to confront their isolation from mainstream markets and higher costs of attending training in distant location.

- Implement core training course, using adult learning techniques.
- Offer variety of consultants for clients to pick best personality fit.
- Have variety of services including classroom trainings, business consulting, coaching, mentoring, facilitation of networks to develop skills, help build markets, and distance learning strategies.
- Provide services for 1-2 years after core training.
- Provide sector sensitive services, assistance in technology integration, larger scale loans, patient capital for expansion.
- Be able to adapt services and deliver them in some volume.
- Build staff capacity in advance of stimulating demand.
- Invest in organizational infrastructure.
- Offer menu of optional workshops.
- Tailor core training to target market.
- Include services that help clients acquire resources and experiences necessary to succeed.
- Mentoring provides counsel, advice, and support from entrepreneurs in structured advice.
- Select content that outlines both content of training and process that to follow in teaching that content.
- Give more guidance and consideration with TANF versus non TANF clients.
- Have business consultants shadow each other to provide feedback and learn new skills.
- Have management shadow consultants to assess challenges.

#### Examples:

- Financial skills tools: use of income and cash flow projection sheets, guidelines for setting up a ledger system, financial record keeping sheets.
- Marketing skills tools: use of handouts to promote business, handouts on how to evaluate the competition, sample customer surveys, sample marketing plans, marketing cost estimate worksheets, and sales projections worksheets.
- Business building tools: handouts of buying and selling a business, resource guides for buying insurance, industry packets, loan application checklists, and lists of databases.
- Business development tools: business planning guides, sample business plan, business action and accountability plans, business progress checklists.
- Use of questionnaire about status of participant's business, one year action plan with long range exit strategy and goals, quarterly review plan of written docs with an updated action plan following quarterly assessment meeting.

## LENDING

*Goal: Provide foundational loans to grow the business and prepare borrowers for a banking relationship.*

- Offer main financial services including direct lending that can couple with training or one-on-one technical assistance.
- Subservices include grant assistance, micro equity investments, IDAs, and savings options.
- Offer a secured credit card with financial education.
- Have transparent pricing.
- Have a debt service that doesn't constrain business ability to grow.
- Develop new loan products to meet demand.
- Streamline and strengthen underwriting.
- Reinforce risk management.
- Develop low-cost consistent credit analysis methods to assess the risk of loss in underwriting.
- Develop and refine underwriting criteria for a market sector not adequately captured in standardized credit reporting systems.
- Maintain consistency of loan officer and underwriter performance.
- Use credit scores.
- Use third party information regarding valuation of loan collateral.
- Use of credit evaluation grids.
- For LMI, offer peer loan that provides up to \$500 for finance predevelopment costs of training program graduates to reduce underwriting requirements for clients who have access to sources of repayment beyond business.

- For LMI, offer SBA express loan that provides small amounts of capital with rapid turnaround.
- For LMI, offer consumer loan product for clients who would otherwise draw cash out of their business.
- Create business investment trust to hold in escrow 40% of each loan payment, after 12 consecutive months client can access funds (provides incentive for payment and equity for business).
- Prepare certain borrowers for a banking relationship.
- Require substantial documentation reflecting borrowers' management capacity, business track record and showing business has ability to generate income to repay debt.
- Partner with local loan funds for capital for clients.
- Credit reporting, to start developing a credit score.
- Expose borrowers to conversations and critiques of traditional lenders to avoid future shocks.

Examples:

- Use credit reports from national credit bureaus that serve as a proxy for character assessments, tax returns, audited financial statements, decisions and verification of employment terms and compensation levels.
- Use automobiles, real estate, equipment, etc. to determine collateral providers compensatory coverage for loan.

## OUTCOME TRACKING

*Goal: Know what is happening in your program.*

- Implement MIS and processes that can track growth, efficiency and cost recovery of new products and services.
- Connect to national efforts and accreditation processes that support and enhance performance.
- Collect, reflect, and act on data regarding program performance.
- Client must come out with a business plan.
- Answer what percentage of clients expected to graduate in a year actually do.
- Answer what percentage of clients have started, expanded, or stabilized a business.
- Track business status later after graduation.
- Know program revenue generated in relation to its costs.
- Know the cost per client for services.
- Decided what services to offer through staff and what to offer through referral to external organizations.
- Know to what extent clients implement consulting recommendations and what specific accomplishments they achieve as a result of participating in it.
- Build a monitoring and evaluation systems process aimed at supporting high program quality.
- Structure a process for the mentoring relationship with a clear beginning, middle, and end and with mechanisms for early exit.
- Develop a mechanism for recruiting and selecting appropriate mentors and protégés.
- Ration access to consultants by looking at core training outcomes.
- Monitoring and evaluation needs to be quantitative and qualitative and consider immediate and final outcomes.

Examples:

- Data collection processes, hardware and software to store, aggregate.
- Use program records to answer key success questions.
- Use surveys/client self-assessment forms to track skills acquisition and client satisfaction and program strengths and weaknesses.
- Use phone surveys or a sample of clients.
- Use program income and expense statements documenting client fees and other sources of revenue.
- Use staff time allocation sheets, income and expense statements, and client to know cost per client.
- Use periodic reviews of action plans produced by clients with consultants to assess achievements.

## SUCCESS METRICS

*Goal: Using what you learned tracking outcomes, have a program that works successfully.*

- Client has a clear business idea.

- Client has direct experience in his/her business.
- Client has motivation and determination to work on developing business idea.
- Client knows basic financial tools.
- Client has confidence and strong communication skills.
- Program objectives include business development, community economic development, and poverty alleviation.
- Client completes training.
- Opens, expands, and stabilizes a business.
- Number of jobs created, depending on program goals.
- Amount of profit, depending on program goals.

**APPENDIX C: ATTACHMENT IV – BUSINESS TRACKING REPORT**

CDBG  
Microenterprise Grant

Insert Subrecipient Name
--------------------------

Beneficiary Name:	
Business Name/Concept:	
New or Existing Business: <i>(Year started)</i>	
First Year of CDBG Funding:	

	Year:	Year:	Year:
<b>FINANCIALS</b>			
Income:			
Expense:			
Net Profit:			
Total Debt (loan) Capital Raised:			
Total Equity (investors) Capital Raised:			
Total Personal Equity invested:			

<b>STAFFING</b>			
Total FTEs* <i>(including self)</i>			
Salaries and Wages Paid:			
Owner's Draw			

*\*Note on Part Time/Seasonal Employment: If a business reports part time employee hours equaling one or more FTEs, please attach a breakdown of that calculation.*

## Services Rendered

Use this area to either write a list of services offered by your organization to circle or an area to write in the services that the business will be participating in. For example: Microloan Assistance, Peer Counseling, Business Incubator, Workshops, etc.

## Service Plan

Provide a short narrative describing Technical Assistance interactions with the client and expected outcomes. This section should be expanded on at Close Out to document notable client successes.

## APPENDIX D: 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've finished all the components, click **Submit**.

## APPENDIX E: 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.