

CDFA // BNY MELLON **DEVELOPMENT FINANCE WEBCAST SERIES**

THE BROADCAST WILL BEGIN AT 2PM EASTERN

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View previous webcast recordings online at cdfa.net

Funding Childcare Facilities







Anneliese McClurg

Coordinator, Research & Technical Assistance Council of Development Finance Agencies Columbus, OH

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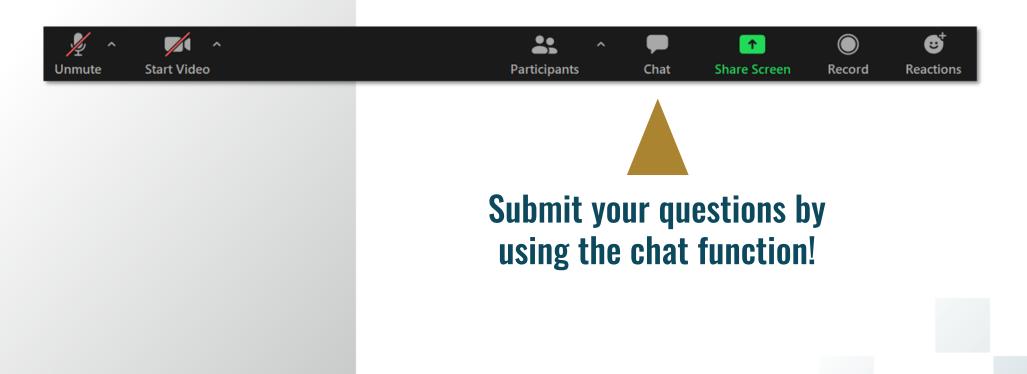
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Providence, RI





About LISC - Since 1979

\$27 Billion Invested

\$75 Billion Leveraged

463,215 Homes

Affordable homes and apartments built and/or preserved including:

- Multifamily rental
- Supportive housing for special populations such as chronically homeless, LGBTQ, seniors and veterans
- Affordable homeownership

We also emphasize sustainability through green, healthy housing and transit oriented development.

78.5 Million Square Feet

Square feet of commercial, retail and community space, including:

- Early childhood centers
- Schools
- Fields/recreational spaces
- Healthcare centers
- Grocery stores
- Financial Opportunity Centers

\$546 Million

Total Net Assets

- Net worth has increased 90% in the past 5 years
- Raised \$192 million in private revenue in 2021

S&P 'AA-' Rating

LISC is the first CDFI to tap the general obligation bond market, with a \$100 million issuance in 2017

The LISC Model

LISC is an investor, capacity builder, convener and innovator.

Pool Public and Private Dollars

We raise funds from philanthropies, corporations and financial firms, federal, state and local governments and through the capital markets.

We also generate income from consulting, and lending services.

Work With Local Partners

Through a network of local offices and community-based partners across the country, we provide grants, loans, equity and technical assistance.

We also lead advocacy efforts on local, regional and national policy.

Support People and Places

By investing in housing, businesses, jobs, schools, public spaces, safety, youth, health centers, grocery stores and more, we catalyze opportunities in communities nationwide.

The LISC Reach

2,200+ Partners

Our national network includes nonprofits, businesses and government agencies in both rural and metropolitan areas

4 National Affiliates

National Equity Fund

www.nefinc.org

New Markets Support Company

www.newmarkets.org

immito

www.immito.com

LISC Strategic Investments

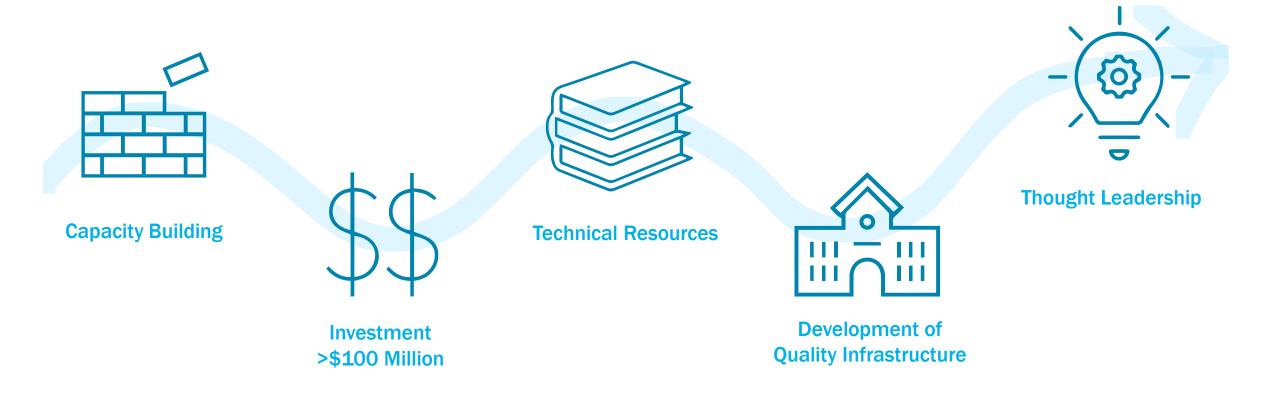
www.liscstrategicinvestments.org

38 Office Locations

Atlanta, GA Honolulu, HI Boston, MA Houston, TX Buffalo, NY Indianapolis, IN Charlotte, NC Jacksonville, FL Chicago, IL Kalamazoo, MI Cincinnati, OH Kansas City, MO Los Angeles, CA Cleveland, OH Denver, CO Louisville, KY Detroit, MI Memphis, TN Duluth, MN Milwaukee, WI Flint, MI Minneapolis/ St. Paul, MN Greenville, SC New York, NY Hartford, CT

Newark, NJ Norfolk, VA Oakland, CA Peoria, IL Philadelphia, PA Phoenix, AZ Providence, RI Richmond, VA San Antonio, TX San Diego, CA Seattle, WA Toledo, OH Washington, DC

For More than Two Decades LISC has Supported the **Early Care and Education Field**

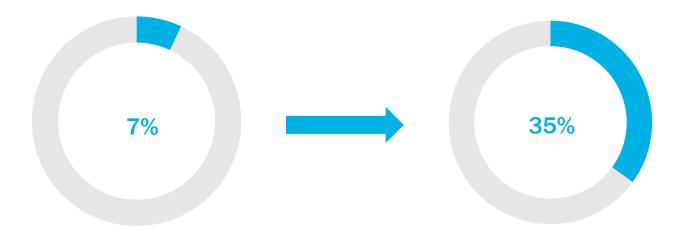






Quality, Affordable Child Care is Out of Reach for Many Families and Gaps are Pronounced in Communities of Lesser Opportunity

All children benefit from access to quality early learning opportunities, but research shows that children born into low income or disadvantaged communities have the most to gain. Yet, less than half currently attend early care and education programs and even fewer have access to quality options. African American and Hispanic children are more likely to experience lower-quality child care and gaps in access to quality care are most pronounced in rural areas across the nation.



According to the U.S. Department of Health and Human Services (HHS), child care is affordable if it costs no more than 7% of a family's income.

Low income working families spend more than one-third of their income on child care due to the lack of access to quality, affordable options. Families may be forced to choose between work and their child's care.

Everyone Gains When We Invest In, Nurture and Sustain the Early Development of America's Greatest Resource, It's People

Participation in Quality Early Learning Programs Yields:

Better School Performance and Higher Graduation Rates

Lower Rates of Future Incarceration

Stronger Future Economic Potential

Improved Health Outcomes

7 - 10%

James Heckman, Nobel Laureate in Economics estimates the rate of return on investment at 7-10% per annum. By investing in the earliest years of life, we set children on solid pathway throughout their lives.

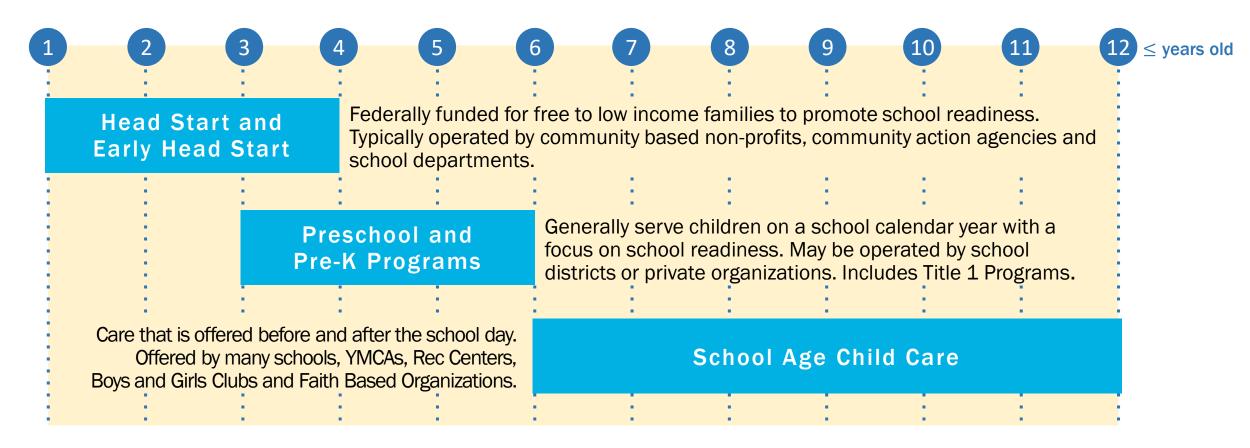
LEARN MORE HERE





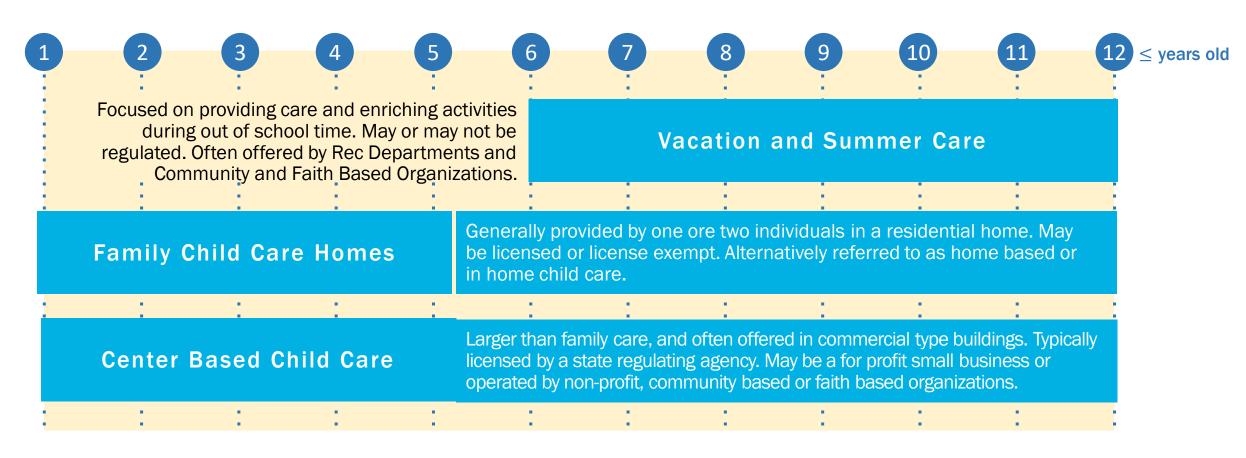
Nearly Every Community Has an Array of Different Child Care & Early Learning Types – With Many Different Funding Sources

Visit <u>www.childcare.gov</u> to learn more about child care types, licensing, resource and referral agencies and state resources, including the COVID-19 response.



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Developing and Thus Financing Child Care Facilities has some Unique Complexities

The development of quality early learning facilities designed to promote positive child outcomes presents unique challenges.

In our experience most child care projects rely on a variety of funding types with debt as one piece of the puzzle.



Cost

Due to specialized nature of space and unique locational requirements it is more expensive than typical commercial construction and traditional debt may not work



Development

Development is time consuming and generally requires strong technical support and guidance from experts outside of the organization



Regulations

Space is very specialized and requires careful planning with sound understanding of a vast number of regulations and standards

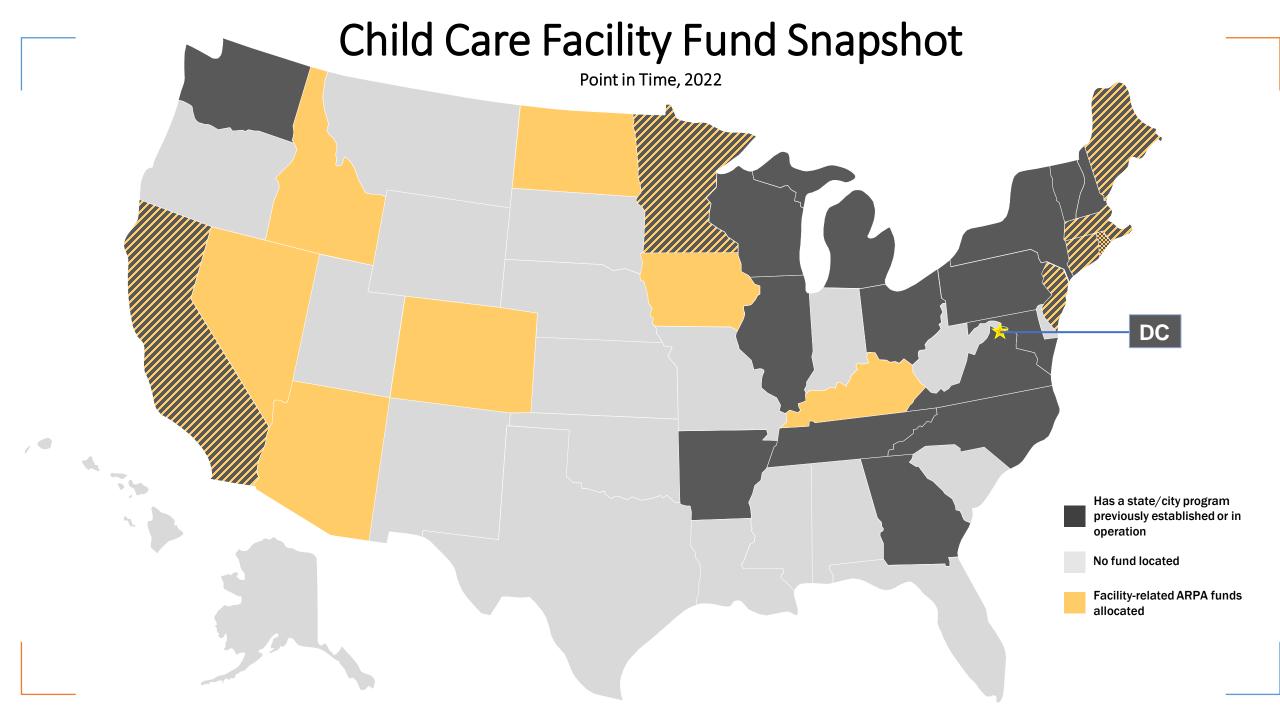


There are Strategies to Mitigate Risks and Make Debt More Available to the Early Learning Industry

- Infuse significant public or philanthropic dollars into the project
- Blend capital use creative capital stacks
- Provide flexible predevelopment products to ensure sound planning for project success
- Credit enhancement and loan guarantees
- Develop as part of a multi-use project
- Offer significant technical support throughout project and life of loan



Many geographies have targeted child care facility fund efforts. These efforts often include grant and technical support which when partnered with debt and financing tools can bolster project success.

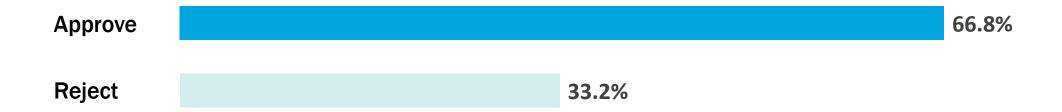


Capitalizing Child Care Report – View at https://www.ncfn.org/capitalizing-child-care

National Children's Facilities Network **Child Care Finance Map** About Capital sources for ECE V CDFI locations Learn more about the ways that capital is reaching child care businesses across the country. Capital sources for ECE Number of funding sources that have supported child care businesses. Source: Reinvestment Fund Analysis

States are Getting Creative with Ways to Fund Child Care Facilities Rhode Island General Obligation Bond

In Special Election, Public Support for the ECCE Capital Fund Was Strong



In the March 2021 special election, Rhode Islanders overwhelmingly voted in support of an Early Childhood Care and Education (ECCE) Capital Fund, providing over thirteen million dollars (\$13,000,000) in grant funding for physical improvements to existing child care spaces and for the development of new licensed early childhood care and education facilities. These grants much be matched and debt is one way to achieve this match.



Overview of Uses and Funding

Early Childhood Care and Education Capital Fund Grants

\$13,201,500

- Over \$13 million in matching grants to support early learning facility projects
- Funds are to support greater access to safe, high-quality early learning opportunities supporting technical assistance along with planning and capital funding needs
- Funds are available for a period of three years, starting in 2022 and ending in October of 2024.

Small grants for urgent health and safety, quality improvements, and reconfiguration of space

This would benefit up to 40 organizations and positively impact as many as 4,000 children annually.

~\$1,500,000

Larger grants for the development of new, high quality spaces which may include new construction, major rehabilitation of vacant or blighted properties and expansion to existing facilities.

The amount is expected to support approximately 6-10 projects, creating new, high quality spaces and opportunities for as many as 1,500 children annually.

~\$11,500,000

To dig in on some project examples showing background and capital stacks

VISIT
https://riccelff.org/case-studies/ to explore
project case studies from Rhode Island





King Street Commons

Case Studies, New Construction Projects / By RICCELFF

Providence, Rhode Island



One Neighborhood Builders (ONEINB), a non-profit community development corporation, knew that there was a dramatic need for additional early learning space in the Olneyville neighborhood of Providence. Lack of quality child care was a key issue in the neighborhood plan. Vision combined with a vacant and blighted lot provided a unique opportunity to incorporate early learning space into a mixed use development co-locating Head Start and child care classrooms with 30 units of new, affordable housing. ONEINB developed and will own the space, leasing it at below market rates to the local, high quality Head Start provider.





Hope Street Child Care Center

Case Studies, Municipal Building Space / By RICCELFF

Woonsocket, Rhode Island



The Hope Street School, a landmark of Woonsocket's Constitution Hill neighborhood and a building on the National Register of Historic Places, had been closed since 1977 when NeighborWorks Blackstone River Valley (NWBRV), a non-profit community development corporation, proposed to renovate and revive the vacant and deteriorating space. In collaboration with neighborhood residents and the Historic Preservation Commission, NWBRV was able to move forward with plans to convert the school into a community facility that could meet the needs of an area with high levels of economic distress by housing a child care center and community programming.



Connect with others working on issues of Child Care Facilities and Financing

National Children's Facilities Network

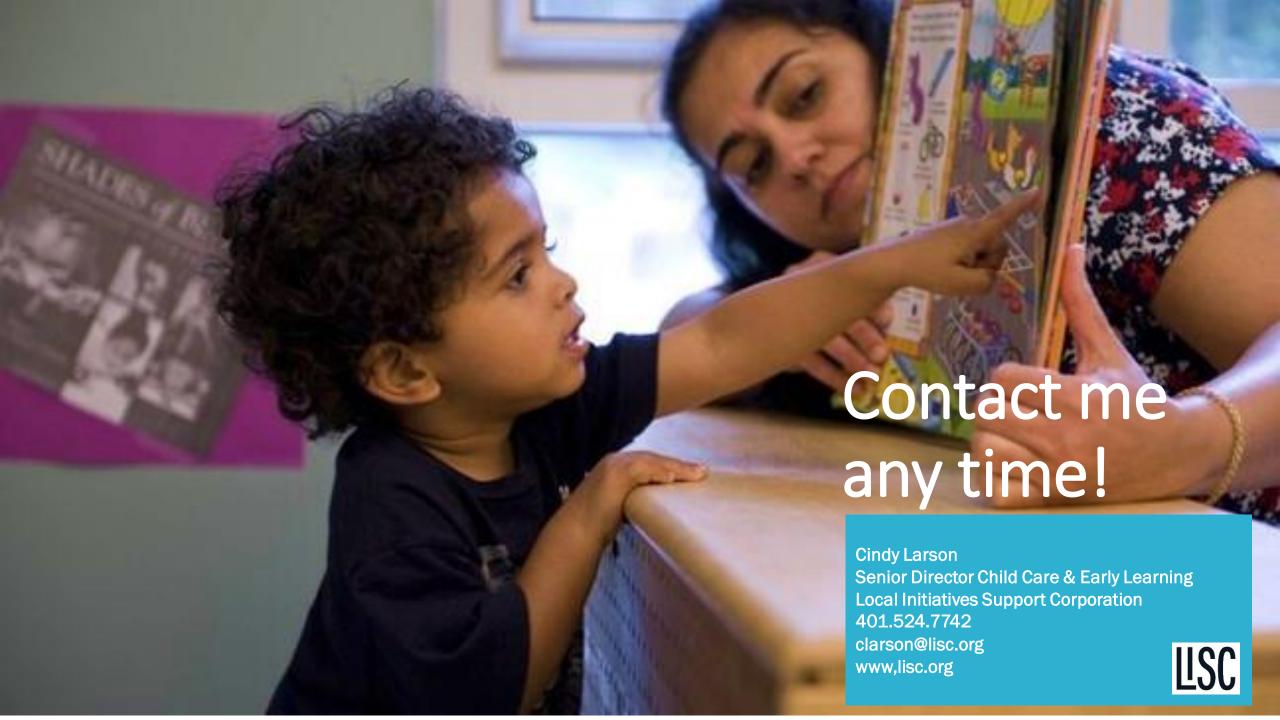
www.ncfn.org

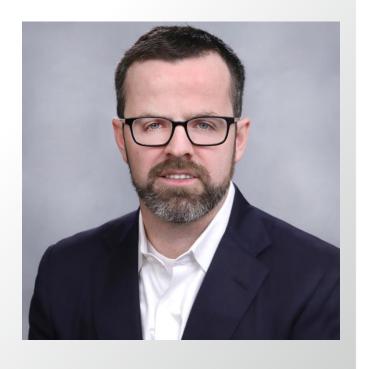
The National Children's Facilities Network (NCFN) is a coalition of nonprofit financial and technical assistance intermediaries and other interested stakeholders involved in planning, developing, and financing for high quality early care and education (ECE) facilities and business models particularly in areas that have the least access to high quality ECE and the highest concentrations of poverty. The members of the Network increase supply and help improve the quality of ECE by providing technical assistance and financing to address capital needs.

The Network's purpose is to:

- Share information on children's facilities issues and aligned ECE provider technical assistance and capacity building;
- Recommend legislation and regulations affecting access to high quality ECE facilities;
 and
- Develop and support various financing strategies, initiatives and programs









Conor McCarthy

Director of Lending National Development Council Brooklyn, NY





HOMES JOBS COMMUNITY

Helping Small
Businesses to Grow
Following COVID-19

National Development Council *November, 15th 2022*

www.ndconline.org



Small Business Short and Long Term Recovery Efforts

PPP, EIDL and Traditional SBA Lending

- *PPP:* Paycheck Protection Program (PPP) lending provides short-term capital to cover payroll expenses- SUCCESS!
- *EIDL:* Economic Injury Disaster Loans (EIDL) provide a long-term working capital solution to losses caused by COVID-19.
- SBA 7(a): Provides long term, well priced capital with an SBA guarantee.

Today's Focus is to prepare for you to use a SBA 7(a) Loan as part of a <u>long-term</u> recovery solution.



SBA 7(a) Loan- What is it?

	SBA 7(a) Small Business Loan
Who Can Apply?	Small businesses who are below the SBA small business size standards or below the alternative size standard
Maximum Loan Amount	Up to \$5 million
Rate	Generally maximum rate of WSJ Prime + 2.75% (with current rate of 6.0%) and often lower
Term	Useful life of the asset to be funded (Up to 25 years for Real Estate)
Security / Collateral	Business and personal guarantee/ Any and all available collateral up to the loan amount
Eligible Uses	Working capital, purchase of FFM&E, leasehold improvements, refinance of eligible debt, and real estate acquisition



SBA 7(a) Loan- What is it?

	SBA 7(a) Small Business Loan
Prepayment Penalties	No prepayment penalty with 15-year term or less. Sliding scale for years one through three for term of 15 years or more
Where to Apply?	through SBA-approved lenders
Underwriting Criteria	Specific to each lender. Based on an analysis of historical and projected cash flow (for start-ups) and collateral
Eligibility Requirements	Both existing and start-up, for-profit entities can apply
Guarantee from SBA	85% for loans < \$150,000 and 75% for loans > \$150,000 to \$5,000,000.00



Why SBA 7(a) and Why Now?

Flexible and Favorable Terms in a Challenging Economy

- Collateral is not a simple 1:1 analysis.
- Historical cash flow can be at 1:1 (and lower at times).
- 7(a) requires a holistic analysis that determines both the strength of a business and of management.



"The Grow America Fund knew me, and my needs more than I did." — Zachary Phillips of Short Order Productions, LLC



SBA (7a) Loan Program Basics

Eligible Borrowers

- Industry and Size of Applicant (includes affiliates)
- History of Owners/Guarantors (criminal, legal, financial)

Eligible Uses of Funds

- Working Capital (accts. receivable, inventory, raw materials, etc.)
- Machinery and Equipment
- Furniture and Fixtures
- Leasehold Improvements
- Refinancing Business Debt
- Real Estate Acquisition, Construction, and Improvements (must be owner-occupied)
- Business Acquisition



SBA 7(a) Required Documents







Personal	Business	Project
Tax Returns – 3 years	Tax Return – 3 Years	Quotes and Estimates
Personal Financial Statement	Interim Financial Statements	Purchase Agreement
SBA Form 1919	Business Debt Schedule	Letter of Intent
Resume	Copy of Lease agreement	Seller Financials
Credit Release Form	Business Plan	Applicable contracts
Government Issued ID	Financial Projections and Assumptions	
	Incorporation Documents	



Underwriting an SBA 7(a) Loan



Cash Flow – Can the business repay the loan with operating cash flow? (Is Existing Cash Flow > Debt Service?)



Collateral – Does the business or owner have adequate collateral to secure the loan as a second way out?



Character – Do the guarantors have the personal and corporate credit history that demonstrates his or her willingness to fulfill the company's financial obligations?



Capacity – Does the owner's personal or business history demonstrate the capacity to manage the business through both good and bad times? (Management Capacity and Financial Capacity)



Business Cash Flow Analysis

Net Income (Losses)

- + Depreciation/Amortization
- + Interest Expense
- + Other Addbacks

Total Cash Flow

- + New Debt Service*
- + Existing Debt Service
- + Owner Distribution

Total Cash Requirements

Cash Flow Coverage
Cash Margin

FY 2017	FY 2018	FY 2019	4/30/2020	FY 2020
(Actual)	(Actual)	(Actual)	(Actual)	(Projected)
\$33,000	\$35,000	\$38,000	\$14,000	\$40,000
\$5,000	\$5,000	\$5,000	\$0	\$5,000
\$2,000	\$2,000	\$2,000	\$600	\$2,000
\$0	\$0	\$0	\$0	\$0
\$40,000	\$42,000	\$45,000	\$14,600	\$47,000
\$26,600	\$26,600	\$26,600	\$8,800	\$26,600
\$10,000	\$10,000	\$10,000	\$3,300	\$10,000
\$0	\$0	\$0	\$0	0
\$36,600	\$36,600	\$36,600	\$12,100	\$36,600
			_	
1.09	1.15	1.23	1.21	1.28
\$3,400	\$5,400	\$8,400	\$2,500	\$10,400



Personal Cash Flow Analysis

HOUSEHOLD INCOME				
Salaries and Wages				
Taxable Refunds				
Pensions and Annuities				
Schedule C Income				
Schedule E Income				
Other Income				
Total Income				

HOUSEHOLD EXPENSES

Income Taxes
Mortgage Payments/Rent
Auto Loan/Lease
Student Loans
Credit Cards
Other Debt
Personal Living Expenses
Total Expenses

Cash Surplus/Defecit

FY 2019
\$55,000
\$0
\$0
\$5,000
\$0
\$0
\$60,000
\$1,500
\$14,400
\$3,600
\$4,800
\$2,400
\$0
\$24,000
\$50,700
\$9,300

W-2 wages from owner and spouse

Income from rental property

\$1,500 From most recent tax return 14,400 Assumes \$1,200/mo \$3,600 Assumes \$300/mo \$4,800 Assumes \$400/mo \$2,400 Assumes \$200/mo \$0 24,000 Assumes \$2,000/mo Can the owner(s)
cover personal
obligation from the
salary taken from the
business or are they
reliant on outside
sources of income?



Collateral Coverage – Sample Analysis

COLLATERAL ASSET	Fair Market Value	Discount Rate (%)	Existing Liens	Existing Leverage	Collateral Value
Owner's Primary Residence	\$150,000	80%	\$135,000	90%	\$0
New Machinery & Equipment	\$150,000	50%	\$0		\$112,500
Inventory	\$30,000	10%	\$50,000		\$0
Accounts Receivable (<90 days)	\$55,000	10%	\$50,000		\$0
			TOTAL COLLATERAL VALUE SBA 7(a) Loan Amount		\$112,500 \$200,000
			Collateral Surplus/ Collateral Coverag		(\$87,500) 0.56

Assumptions:

SBA 7(a) loan of \$200,000 is being used to purchase \$150,000 of equipment and to provide \$50,000 of permanent working capital. Existing loan has a balance of \$50,000.



Sample: How a Loan Underwriter Measures Character and Capacity

Character of Owners/Key Staff:

- ✓ Background searches
- Personal and corporate business history
- A summary of client and vendor relationships
- Personal credit reports
- Personal financial statements
- ✓ Site visit
- Personal/client references

Capacity of Existing Businesses:

- Analysis of the balance sheet and the profit and loss statement
- Equity investment / net worth
- Adequate working capital
- ✓ Key staff
- ✓ Succession plan
- Résumé
- ✓ Succession Plan

Capacity of Start-up Businesses:

- Owner's prior relevant management experience
- ✓ Business plan analysis
- Evidence of cash available as equity contribution
- ✓ Key staff/mentors
- Smaller loan, third equity



How Do I Increase My Chances of Obtaining an SBA 7(a) Loan Now?





THE LADDER **RECOVERY & GROWTH** OF

SBA 7(a) and 504 Programming NDC

- Long-term, patient capital
- 6% rate and below.
- Multiple uses for RE purchase, working capital, equipment and refinance of debt.
- 90% SBA Gtr.

Long Term Recovery

- + Competitive rates and long terms
- + Up to \$5,000,000 per business.
- -- Slower turnaround time
- Based on cash flow and collateral.

SOAR

- Up to \$100K per borrower.
- 5-year term.
- Working capital to recover recapitalize in the face of COVID.

Stabilization

- + Low fixed rates for forprofit and not-for-profits.
- + Based on 2019 business cash flow and not 2020 or 2021.
- -- Businesses need additional funds to recapitalize (for accounts receivable. inventory etc.)

Stabilization Fund

- \$25K or lower
- 5-year term
- Working capital to recover from COVID.

EIDL

- Fixed Rate
- 30-year term
- \$150,000 limit.
- Working capital to from COVID.

Immediate Relief

+ Low rate 3.5% fixed.

funds.

19 crisis.

+ Fast infusion of needed capital.

+ Immediate, government guaranteed

-- Insufficient to address overall COVID

-- Loans at only \$25k or less – insufficient to meet overall need.

- SBA Gtr
- cover losses sustained

Paycheck Protection Program

- Short-tern and based on payroll.
- SBA Gtr



Q&A





Funding Childcare Facilities



Surabhi Dabir

Senior Advisor Community Facilities, U.S. Department of Agriculture Washington, DC

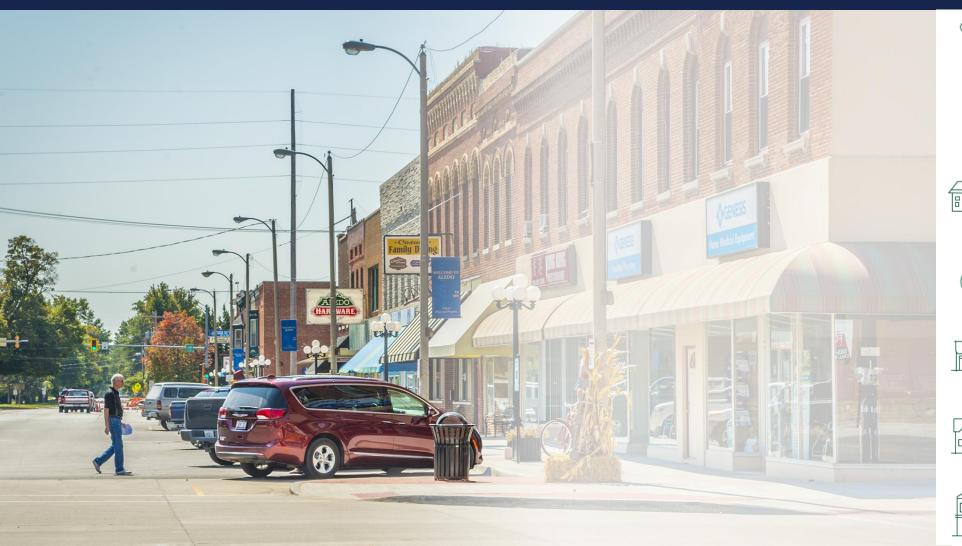




CDFA/BNY Mellon - Funding Child Care Facilities
USDA Rural Development Community Facilities Programs



USDA Rural Development





Telecommunications Programs



Electric Programs



Community Facilities Programs



Water and Environmental Programs



Business and Cooperative Programs

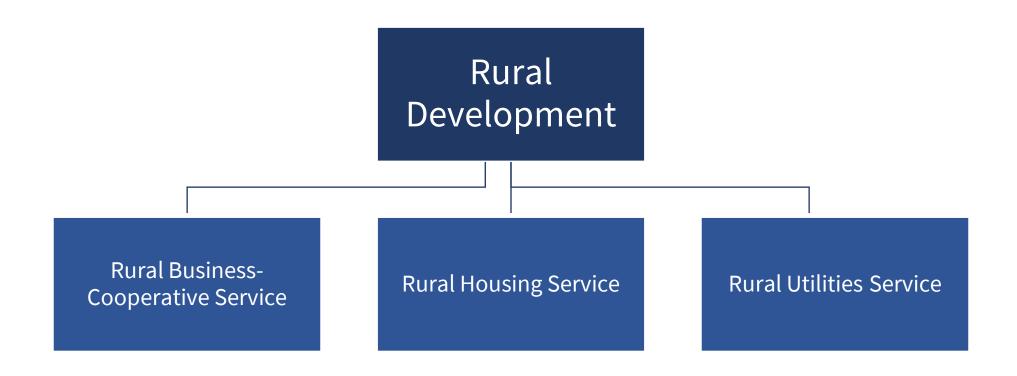


Single-Family Housing Programs



Multi-Family Housing Programs

Rural Development Offices



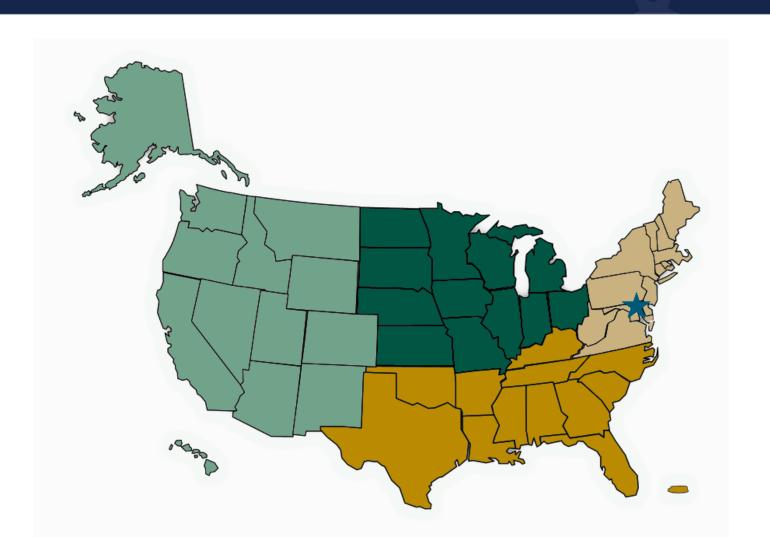
USDA Rural Development Offices

4 Regions

47 State Offices

400 Area Offices

1 National Office in DC



Realities of Child Care in Rural America

- Fewer choices
- Limited transportation options
- Lower population density
- Fewer Skilled service providers
- Lower incomes



Innovative Approaches – Leveraging Existing Infrastructure

Consider leveraging existing infrastructure to co-locate child care and early learning facilities

- School-based care
- Healthcare facilities
- Assisted-living or nursing homes
- Community colleges
- Community organizations



Community Facilities Program Overview

Essential Community Facilities

- Community Facilities Programs offer fixed rate, low-cost direct loans, loan guarantees and grants to develop or improve essential public services and facilities in communities across rural America.
- These amenities help increase the competitiveness of rural communities in attracting and retaining businesses that provide employment and services for their residents.
- These facilities improve the basic quality of life and assist in the development and sustainability of rural America.





Community Facilities Programs Overview: Who's Eligible

- An applicant must be:
 - A public body
 - A not-for-profit organization
 - Native American tribe on Federal or State Reservations or other Federally recognized tribes
- Facility must be located in a town/city/village with a population:
 - Under 20,000 for a direct loan and/or grant
 - Under 50,000 for guaranteed loans.
- Projects must primarily serve rural residents residing in communities with a population:
 - Under 20,000 for a direct loan and/or grant
 - Under 50,000 for guaranteed loans.
- Applicant must be unable to finance the project from their own resources or through commercial credit at reasonable rates and terms.



Community Facilities Programs Overview: How May Funds Be Used?



Community Facilities: Direct Loans

CF Direct Loan Rates and Terms

- Interest rates currently at 3.5% (Interest rates change quarterly)
- 40-year term or useful life
- Adequate security to protect the interest of the Government
- Repayment ability





Community Facilities: Grant Programs

CF Regular Grants

- Limited regular grant funds available for the most-needy communities
- Same eligibility requirements as the direct loan program
- Grant funds cannot exceed 75 percent of the cost of project and authorized on a graduated basis
- Grant funding limitations are based on population and income, economic feasibility and availability of grant funds
- Projects are selected based on a priority point system. Points are assigned based on population, income and other priorities
- Maximum grant assistance cannot exceed the lower of the qualifying percentage of eligible project cost determined, minimum amount sufficient to provide for economic feasibility as determined, and either 50 percent of the annual State allocation or \$50,000, whichever is greater

Community Facilities Program Investments

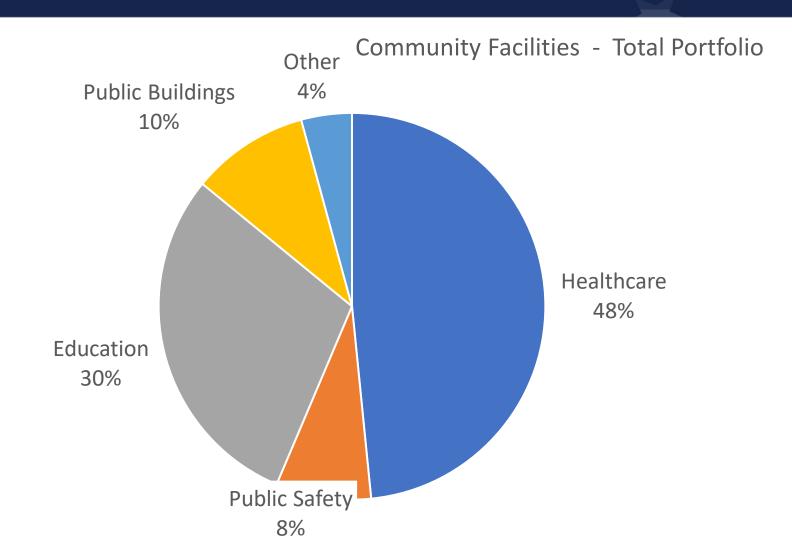
Healthcare \$5.9 billion

• Education \$3.6 billion

Public Buildings \$1.2 billion

Public Safety \$1.0 billion

Other \$.5 billion



OneRD Community Facilities Guarantee

- Interest rate set by lender (fixed or variable)
- Term set by lender (max 40-year term or useful life average term 22 years)
- Adequate security to protect the interest of the Government
- Repayment ability
- Lender must be unable to make loan without guarantee
- 80% guarantee on loss
- Up front fee of 1.25%, fee payable upon issuance of Loan Note Guarantee
- Annual renewal fee of 0.50%

More information at https://www.rd.usda.gov/onerdguarantee

Working with the New Markets Tax Credit Program

How Community Facilities can participate in a NMTC transaction:

- As a source of leveraging for NMTC funding
- By providing a CF guarantee on a CDE's loan to the borrower when the CDE is an eligible lender

Emergency Rural Health Care Grants American Rescue Plan Act

This program provides up to \$500 million in grant funding to help broaden access to COVID-19 testing and vaccines, rural health care services, and food assistance through food banks and food distribution facilities.

Funding was made available to eligible applicants through two tracks:

- Track One: Recovery Grants provide immediate relief to address economic conditions arising from the COVID-19 emergency. Grants range from \$25,000 - \$1 million.
- Track Two: Impact Grants advance ideas and solutions to solve regional health care problems to support the long-term sustainability of rural health. Grants range from \$5 million - \$10 million.

Obligated 612 grants in FY 22 totaling \$341 m



https://rd.usda.gov/erhc

Joint Resource Guide – USDA/HHS

This Joint Resource Guide was developed in partnership with the U.S. Department of Agriculture, Rural Development (USDA-RD) and the U.S. Department of Health and Human Services, Administration for Children and Families (HHS-ACF) Office of Early Childhood Development. The purpose of this guide is to provide useful information to help stakeholders in rural communities — including tribes and tribal organizations — address the need for improved access to affordable, high-quality child care and early learning facilities.

https://www.acf.hhs.gov/ecd/joint-facilities-guide-usda/hhs



Rural Community Action Agency – Garrett County, Maryland



Red Lake Nation Tribal College and Child Care Center, Minnesota



Contact Information

Contact your local USDA Rural Development office for more information.

https://www.rd.usda.gov/

https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-direct-loan-grant-program

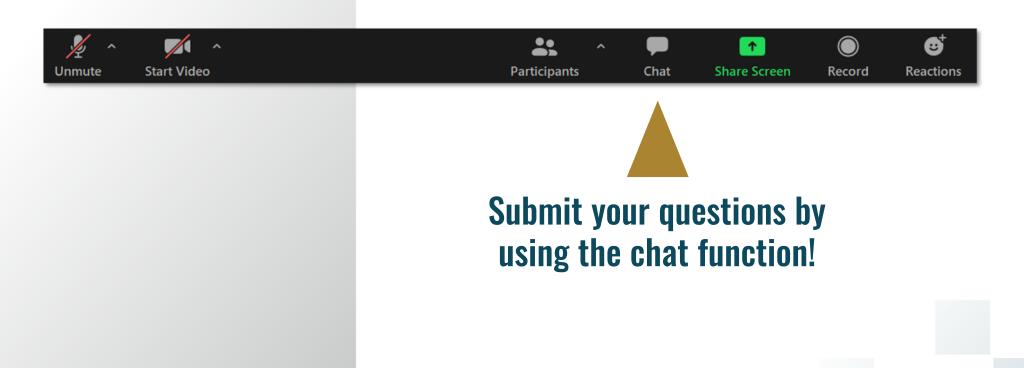
https://www.rd.usda.gov/about-rd/state-offices

Surabhi Dabir Surabhi.Dabir@usda.gov

USDA is an equal opportunity provider, employer, and lender.

Audience Questions





CDFA TRAINING INSTITUTE

We offer 17 courses in development finance designed for all skill levels.

Learn more and register today at www.cdfa.net

Upcoming Events at CDFA



CDFA Infrastructure Finance Learning Series: How Different Communities Can Benefit From IIJA

Tuesday, December 6, 2022 1:00 PM - 4:00 PM Eastern

Intro Brownfields Finance Course

December 7-8, 2022
Daily: 12:00 - 5:00 PM Eastern

CDFA // BNY Mellon Development Finance Webcast Series: Financing Approaches to Meet Affordable Housing Needs

Tuesday, December 20, 2022 2:00 PM - 3:00 PM Eastern



Contact Us



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