



# CONNECTIONS

NEWS, INSIGHTS AND OPPORTUNITIES FOR COMMUNITY BUSINESSES & ORGANIZATIONS

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17 South High Street  
Suite 900  
Columbus, Ohio 43215  
614-221-1114  
1-800-959-2333  
614-221-7493 Fax  
info@financefund.org  
www.financefund.org

## Look Back

One Perspective in Life of the Corporation,  
*"What it was and what it might be."*

### Vision Statement

*"The Finance Fund will be a preeminent provider of financial and related services to empower distressed communities to increase the quality of life."*

Presented January 13, 2006:

**James R. Klein**  
Chief Executive Officer  
The Finance Fund  
17 S. High Street, Suite 900  
Columbus, OH 43215



*James R. Klein, Chief Executive Officer*

Happy New Year! I hope this year will be...what? Is it Christmas already? ...that doesn't seem possible. Just when you think you're ready to really tackle the list of things you have to do this year, it's over. That's the way I feel about 2005. At the end of the first half of the first decade of the 21st Century you'd think there would be some sort of fanfare but I heard none, therefore I will endeavor to present a point of reflection.

To gain a reasonable perspective, it is proposed to momentarily LOOK BACK at the past year and LOOK FORWARD toward the year already unfolding.

**Finance Fund fosters healthy and vital communities by offering funding support to community-based organizations.**

### LOOK BACK:

When ever a pundant stands in the middle to expose the past and frame the future it's always a good idea to recognize who's doing the postulating. We are the Finance Fund. A nearly 20 year old organization designed to move resources from sources to uses. This is what we have said about ourselves:

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## Project Connections

Recent Board Approvals for Award Activity  
(October-December)

### **Three Rivers Housing Corporation, Inc., Athens**

Project: Pontalba Apartments  
Award: \$12,000 grant  
(PreDevelopment Program)

### **New Housing Opportunities, Inc., Lebanon**

Project: Harrison Street Rehab  
Award: \$12,000 grant  
(PreDevelopment Program)

### **The Neighborhood House, Inc., Columbus**

Project: The Neighborhood House- Subway  
Award: \$50,760 grant  
(Economic Development)

### **Homes on the Hill CDC, Columbus**

Project: Scattered Sites-4  
Award: \$12,000 grant  
(PreDevelopment Program)

### **Logan-Belle H.A.N.D., Bellefontaine**

Project: Pratt & Seymour Street  
Award: \$12,000 grant  
(PreDevelopment Program)

## Accepting Applications

Applications Are Being Accepted For  
The Following Programs:

New Markets Loan  
Linked Deposit Fund  
Economic Development Grant  
PreDevelopment Program  
PreDevelopment Section 8 Program  
Child Care Capital Fund  
Ohio Quality Improvement Fund

Potential applicants are encouraged to contact one of our Program Officers at (614) 221-1114 or via email at [info@financefund.org](mailto:info@financefund.org).

## Finance Fund Receives Technology Assistance from Bank One/JPMorgan Chase

No matter what name we use for these folks, we must admit that JPMorgan Chase follows a standard of working to improve the communities they serve. In one year alone, JPMorgan Chase contributed over \$140 million to thousands of not-for-profit organizations around the world and provided more than \$3 billion in community development lending and investing for housing and economic development in low- and moderate-income communities. As part of their global volunteer initiative, 27,500 employees, retirees, friends and family members participated in 1,900 volunteer projects. These capabilities and programs support their interaction with communities and guide the efforts to be a responsible corporate citizen.



*Finance Fund's Technology Team:  
Standing L to R is Julie Nichols and Valerie Heiby  
Seated L to R is Tim Marcum and Tamra Hall*

Bank One granted the Finance Fund \$2,000 to purchase Grant Management Software that interacts with our current loan software. Over the past 18 years this valued partnership with Bank One has proven to be beneficial to Ohio's low-income population as the Finance Fund builds bridges between capital markets and emerging communities.

For more information or to make a similar investment, contact Valerie Heiby, Director of Development at 1-800-959-2333 ext. 12, or email at [vheiby@financefund.org](mailto:vheiby@financefund.org) ■

## New Connections

The Finance Fund is excited to welcome both We Care America and Ohio Primary Care Association as new sublease tenants starting January 23, 2006. We Care America's lease is for about one year and nine months; Ohio Primary Care Association has signed a three year lease.

- We Care America strengthens faith-based and community organizations that serve people in need by supporting and leveraging public, corporate and private resources. For more information about this nonprofit contact [www.wecareamerica.org](http://www.wecareamerica.org)
- The Ohio Association of Community Health Centers' fundamental purpose is to ensure equal access to health care for all Ohioans. OACHC is the state-wide trade association for Ohio's Community Health Centers which provide care to all individuals regardless of ones ability to pay. Currently there are 30 Organizational members of OACHC with over 120 sites statewide. For more information about this trade association contact [www.ohiopca.org](http://www.ohiopca.org) ■



## Resource Connection

### Children's Hunger Alliance Announces 2006 Menu of Hope Luncheon

February 13, 2006

[www.childrenshungeralliance.org](http://www.childrenshungeralliance.org)

### National Council of State Housing Agencies Announces Legislative Conference

March 6-8, 2006

[www.ncsha.org](http://www.ncsha.org)

### Reznick Group Announces Fifth Annual New Markets Tax Credit Conference & Inaugural Expo

March 15-16, 2006

[www.reznickgroup.com](http://www.reznickgroup.com)

### Federal Reserve Bank of Cleveland Announces National Community Reinvestment Conference

March 19-22, 2006

[www.clevelandfed.org](http://www.clevelandfed.org)

### Coalition on Homelessness and Housing in Ohio Announces 2006 Annual Conference

April 24-25, 2006

[www.cohhio.org](http://www.cohhio.org)

### Ohio Department of Education Announces 2006 Events

[www.ode.state.oh.us](http://www.ode.state.oh.us)

### Novogradac & Company LLP Announces 2006 Conferences

[www.novoco.com](http://www.novoco.com)

### FIRSTLINK Announces 2006 Trainings

[www.firstlink.org](http://www.firstlink.org)

### Neighborworks Training Institute Announces 2006 Training Calendar

[www.nw.org](http://www.nw.org)

## Community Connection

### Subway Opening Soon at Mt. Vernon Plaza (Columbus)

Subway will be the first national restaurant chain to locate in the Mt. Vernon Plaza; opening its doors this year. Franchise owner, The Neighborhood House, Inc. will use this for-profit venture to create twelve new jobs in the community. By occupying a vacant store front Subway will increase customer traffic to the plaza, benefiting all businesses in the area while helping to stabilize the community.



Through The Neighborhood House, Inc's Career Builder project individuals hired will receive extensive, paid training to ensure they are successful in maintaining employment.

Income generated for NHI will move the agency toward increased financial independence as a social entrepreneur; and generate income that will help sustain the organization reducing its reliance on various grants to operate.

The Finance Fund invested capital in the project through its PreDevelopment and Economic Development Grants assisting The Neighborhood House, Inc. to achieve this goal. For more information on program funding contact us at [info@financefund.org](mailto:info@financefund.org) or by phone (614) 221-1114. ■

## Investment Connection

The following investment opportunities are currently available to banks, private investors, organizations, corporations, foundations, or individuals. For more information contact Valerie Heiby, Director of Development at (614) 221-1114 ext. 12.

- Direct Investment to support the Finance Fund's mission, and its operation.
- Become a Benevolent Investor; as a result child care, affordable housing, and economic development projects will receive additional capital at lowered rates.
- Equity Equivalent Investment to support economically disadvantaged communities; in addition, receive CRA credit annually.
- Assist the Finance Fund with a Program Related Investment to support charitable activities and programs.
- Receive tax credits annually by making a Qualified Equity Investment in Finance Fund's Community Loan Fund through New Markets Tax Credit opportunities.
- Support Finance Fund through Membership.
- As an Event Sponsor each organization receives advertising benefits and/or marketing promotions.
- Volunteer your time or services.
- Contribute a monetary donation or an in-kind donation and receive a tax deduction. ■



## Program Spotlight

### Linked Deposit Fund

The Linked Deposit Fund is an exceptional tool that reduces the interest rate on mortgages for nonprofit housing owners or an individual homebuyer within a low-to-moderate income development. Lower interest rates make rental and owned housing affordable. This program creates a valuable tool in community groups. Deposits are placed within local financial institutions throughout Ohio; these financial institutions can accept mortgages at a reduced interest rate. Thus, nonprofit organizations are able to develop at an interest rate they can afford. The result is that the low-to-moderate income person reaps the benefits of a reduced rate in terms of lower monthly payments. For more information on this program please contact us at 1-800-959-2333 or visit us on the web at [www.financefund.org](http://www.financefund.org). ■

## News Wanted!

The Finance Fund welcomes its partners to contribute articles for publication in our quarterly newsletter. If it's news to you, it's news to us. So, if you have a message for Finance Fund members, "Connections" is your forum. Email your editorial to [thall@financefund.org](mailto:thall@financefund.org) or please call Tamra Hall at (614) 221-1114 Ext. 17 for more information.

## Grant Funds Still Available for Child Care Providers



The Finance Fund reopened the Ohio Quality Improvement Fund in October 2005 after renewing a contract with the sponsoring agent, the Ohio Department of Job and Family Services, Bureau of Child Care and Development. The program is designed to strengthen developmental outcomes of children by improving the quality of their early care and education environments. It is targeted to eligible Type A and B home providers and licensed child care centers. Funds can be used for small equipment and furnishings and playground improvements. Since the program's inception over \$1 million dollars has been awarded and funds are still available.

Family Child Care Grant recipient, Vanessa Booker expressed her gratitude; "This is a very great and helpful program. Because of your program the children in my care are a lot more safer now that there is a fence in place. Thank You."

Spread the word...the Ohio Quality Improvement Fund program presents a unique opportunity to assist child care providers like Vanessa to help them improve environments where the children they care for play and learn.

For more information on Finance Fund's programs please visit our website at [www.financefund.org](http://www.financefund.org) or call 1-800-959-2333. ■

## Member Connection

### Call for Nominations for the 2005 Meritorious Service Awards

The Finance Fund announces the request for nominations for the 2005 Meritorious Service Awards. The recipients of these awards are honored as a reflection of their exemplary service to their community in the previous year. The nominees exhibit innovation, initiative, commitment, and perseverance in directing benefits to un-served or underserved low-income populations.

The three categories that nominees will be recognized in are Children's Facilities Meritorious Service Award, Housing & Economic Development Meritorious Service Award, and Investment Partner Meritorious Service Award.

Last year's recipients were, Terrie Hare, Ohio Department of Job and Family Services Bureau of Child Care and Development recognized for the Children's Facilities Meritorious Service Award, Timothy Tramble, Burten, Bell, Carr Development, Inc. recognized for Housing & Economic Development Meritorious Service Award, and Scott Green, Fifth Third Bank recognized for Investment Partner Meritorious Service Award.

The nomination deadline is March 10, 2006. For a nomination form contact Amanda Poole by email at [apoole@financefund.org](mailto:apoole@financefund.org) or by phone at (614) 221-1114 Ext. 29. ■



## Free CIT Services

Are you a member of the Finance Fund? Did you know that membership benefits include web site hosting, email and list serve capabilities through our Communication, Information, and Technology (CIT) services? Part of our strategy is to provide internal and external communication opportunities for our nonprofit partners. Because we are a membership organization, members receive free CIT services.

If you are interested in receiving an information packet, please contact Tim Marcum at (614) 221-1114 ext. 19 or email your request to [tmarcum@financefund.org](mailto:tmarcum@financefund.org) ■

### Mission Statement

"The Ohio Community Development Finance Fund fosters healthy and vital communities by offering funding support to community-based organizations that work to improve the quality of life for low- and moderate-income persons. Based upon a commitment to quality, the Finance Fund engages in creative approaches that build bridges between capital markets and distressed communities."

### Vision Statement

"The Finance Fund will be a preeminent provider of financial and related services to empower distressed communities to increase the quality of life."

## The Real New Markets Tax Credit Program

*By Valerie Heiby, Director of Development*

On December 7, 2005 I attended the New Markets Tax Credit (NMTC) Coalition conference in Washington, DC at the bequest of my boss. While in DC, we were asked to make Capitol Hill visits to present Finance Fund NMTC projects to Congresswoman Deborah Pryce and Congressman Patrick Tiberi. Unexpectedly, I gained a new and refreshed outlook about the work that I do, as well as the work of the Finance Fund.

During the conference, I heard from a number of speakers who support the NMTC program. In my opinion, the most inspiring of these was Congressman Ron Lewis, as a representative of Kentucky. Congressman Lewis spoke about his relationship with his constituents as if they were family. His passion for the program and the people he represents was evident. He spoke of hunting with life-long friends and colleagues. He spoke of individuals, so poor they cannot afford needed medical care and medications for themselves or their children. He spoke about the lack of jobs in his state. Finally, above all he spoke about his confidence in the NMTC Program to revolutionize these problems. This revolution will occur by providing income to individuals with basic needs, and producing jobs for individuals lacking self-worth; it will also occur by providing access to viable businesses like hospitals, grocery stores, and pharmacies.

There are a number of amenities we take for granted and there are people in our own country who struggle with basic needs such as food, housing, jobs, and safe child care. I tell you all of this to say, the NMTC Program is making a difference. I urge you to support the NMTC Reauthorization Campaign. One day, we may be the one in need. As we anticipate the 2006 NMTC announcements from Treasury's CDFI Fund, I will continue to advocate for the passing of the New Markets Tax Credit Reauthorization Act of 2005. Visit the New Markets Tax Credit Coalition website for more information. [www.newmarketstaxcreditcoalition.org](http://www.newmarketstaxcreditcoalition.org) ■

## Staff Connection

The Finance Fund would like to welcome Rhena Klayman as the new Program Assistant. It is the function of the Program Assistant to assist the Program Team in the implementation of corporate programs. The primary focus of the position is coordinating follow-up activities, as it relates to the processing, approval, and close out of projects.



*Rhena Klayman*



*Amy Palmer*

The Finance Fund also added a new position effective at the beginning of 2006. Amy Palmer will function as the Quality Assurance Assistant. The Quality Assurance Assistant assists the Quality Assurance Officer in managing all facets of product processing including origination, processing, and closing; performs reviews of project portfolios to ensure compliance with established policies and standards. Mrs. Palmer had most recently been

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## FINANCE FUND BOARD OF DIRECTORS

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Ohio Department of Development

## Staff Connection *(continued)*

working with the Finance Fund in a consultant capacity and is working mainly with the New Markets Tax Credit and Quality Improvement Fund programs.

With the addition of these new employees, we also have to announce the departure of another Finance Fund team member: Jenny Tan, Office Assistant, recently exhausted her OSU work-study award for the year. Jenny did a great job for the Finance Fund and will be missed. ■

## Look Back *(continued)*

### Mission Statement

"The Ohio Community Development Finance Fund fosters healthy and vital communities by offering funding support to community-based organizations that work to improve the quality of life for low- and moderate-income persons. Based upon a commitment to quality, the Finance Fund engages in creative approaches that build bridges between capital markets and distressed communities."

We are a mission driven organization, that is, our activities are designed to produce outcomes that fulfill what we claim the reason for our being is. We have a virtuous, respectable, and noble state-

ment of mission that, as eventually all mission statements do, begs the next question. Are we doing it and how do you know? There are many ways to answer the question; all have varying levels of applicability, validity, and validation.

Some answers appeal to the basic of improving the quality of life for low-income people. In 2005 the Finance Fund directly and with its nonprofit and for profit partners improved the quality of life of 17,730 people. We helped make it possible for them to live in safe and clean housing. We made it possible for some to get jobs that pay decent wages. It was easier for them and others to work and not worry about the care their children were receiving because of our efforts to assist childcare providers to improve the quality of their care. We enabled the initiation of activities that will provide healthcare service to neighborhood residents for decades to come.

Some answers are more activity focused. There was a good deal of activity during 2005 in the offering of products assisting clients, internal operations, governance, size and structure, and external marketing. Part of measuring the, "How do you know how you're doing?" is simple. Look at what you did.

In 2005 we moved various levels of funding through eight different products and we did it for 1,035 clients. This means we provided pre-counseling, intake, underwriting,

**In 2005 the Finance Fund directly and with its nonprofit and for profit partners improved the quality of life of 17,730 people.**

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**STAFF****JAMES R. KLEIN**

Chief Executive Officer

**PROGRAMS****JON MOOREHEAD**

Chief Program Officer

**CAROL CARTER**

Program Officer

**MICHAEL THOMAS**

Program Officer

**JULIE NICHOLS**

Quality Assurance Officer

**AMY SMITH PALMER**

Quality Assurance Assistant

**RHENA KLAYMAN**

Program Assistant

**FISCAL****DIANA TUROFF**

Chief Financial Officer

**VALERIE HEIBY**

Director of Development

**BETH KOHR**

Business Manager

**NIRALI SHAH**

Accounting Assistant

**OPERATIONS****TAMRA HALL**

Director of Operations

**TIM MARCUM**

Information Technology Manager

**AMANDA POOLE**

Administrative Assistant

**LAUREN CHAPMAN**

Office Assistant

**AMBER SEITZ**

Office Assistant

**FAATIMAH SABIR**

Office Assistant

**Look Back (continued)**

negotiations, review, client discussion, staff discussion, correspondence, presentation, deliberation, documentation, monitoring, and quality assurance one thousand thirty five times.

While we were doing that, we also provided for staff training, time off, professional development, travel, opening mail, filing, copying, faxing, making sure we have all the "stuff" we need to do what we do, taking care of guests, scheduling work study students, talking to investors, talking to bankers, talking to anyone, accounting for funds, investing, making sure things work the way they're supposed to, answering the question "Can you fix my computer?" and all the other things that enable us to do anything.

And don't forget about paying attention to governance; i.e. our organizational health. A measure of success is sustainability because without it all we'll have is memories. The year saw the revision of the Code of Regulations, revising of product policies, the receipt of resources to keep up our strength (over \$24 million), review and development of staff positions and standardization of job description, work on application for standards certification, setting goals, evaluating performance, measuring strategic objectives, and a host of other activities.

By year's end we had effectively expanded the staff to 13 core staff and 5 work study staff. They not only did their jobs but they did them quite well. The holes created by the level of deals flowing through the process were effectively filled by consultants. The first year in the new office not only increased our space but also our professionalism. As 2005 ended arrangements for sublease enabled us to fill the entire floor.

Measuring our commitment to quality and innovative approaches is evidenced dramatically by our marketing and relationships. Relationships were built and maintained at all levels with countless hours in the office and out dedicated to making our presence known in the community. That community had to be defined, analyzed, segmented, targeted, and prioritized. We strategize how, where, when and what would be done. Luckily our partnership with Marketing Works helped us to organize and implement. A "back of the napkin" tally of the Finance Fund's external connection results in more than a couple of dozen groups.

Some of the answers to the "How do you know how you're doing?" are specific and measurable. These outputs are indicators of the result of "build bridges between capital markets and distressed communities." We measure outcomes as units of housing (434), creation or retention of jobs (784), numbers of classrooms (1,003), number of children served (15,865), number of low-income individuals assisted (17,730), dollars invested (\$17 million), and dollars leveraged (\$54.6 million).

**LOOKING BACK Conclusion:**

To borrow a phrase from the chairman of the board, "It was a very good year..." We accomplished most of the things we had set out as strategic goals and several things that were just opportunities. For the Chief Executive Officer it is a year to be proud of not only what we did but who we are at all levels from Board to staff to partners and clients. ■



## INSIDE THIS ISSUE:



## Look Back

A retrospective on the year 2005 and the Finance Fund. Did our activities of the year fulfill or mission of producing outcomes that foster healthy and vital communities?



Article by  
James R. Klein,  
Chief Executive Officer

## Save The Date

For more information about the Annual Meeting or interest in becoming a contributing Annual Meeting Sponsor contact,  
Amanda Poole,  
Administrative Assistant at  
(614) 221-1114 ext. 29



**Finance Fund's  
17th Annual Meeting  
Friday May 12, 2006**

**At the  
Columbus Athenaeum**

**RETURN SERVICE REQUESTED**

17 South High Street  
Suite 900  
Columbus, Ohio 43215

