

**CITY OF BURLINGTON**  
**COMMUNITY DEVELOPMENT BLOCK GRANT - 2020 APPLICATION**

*Application must be no more than 9 total pages (including cover page) with 12 point font.  
Refer to NOFA for required information for each question.*

Project Name: Financial Futures: Micro Business Development Program

Project Location / Address: 255 South Champlain St, Burlington, VT, 05401

Applicant Organization / Agency: Champlain Valley Office of Economic Opportunity

Mailing Address: 255 So. Champlain St, PO Box 1603, Burlington, VT, 05402

Physical Address: 255 South Champlain St, Burlington, VT, 05401

Contact: Kathryn Baudreau Title: Financial Futures Program Director Phone: (802) 860-1417 x112

Web Address: www.cvoeo.org E-mail: kbaudreau@cvoeo.org

EIN #: 03-0216837 DUNS #: 162200125

<b>CDBG Funding Request: <u>\$50,799.00</u></b>
<b>Total Estimated Program/Project Cost: <u>\$80,449.00</u></b>
<b>Grant Duration: mark one</b> <input checked="" type="checkbox"/> <b>1 Year</b> <input type="checkbox"/> <b>2 Year</b> <i>(Only Public Service programs with a focus on Housing and Homelessness are eligible for 2 year grant this year)</i>
<b>Development: mark one</b> <input checked="" type="checkbox"/> <b>Economic Development</b> <input type="checkbox"/> <b>Construction</b>
<b>Public Service:</b> <input type="checkbox"/> <b>Housing</b> <input type="checkbox"/> <b>Homelessness</b> <input type="checkbox"/> <b>Health</b> <input type="checkbox"/> <b>Econ Opportunity</b> <i>Mark one</i>

**1. Type of Organization**

- |   |  |
|---|--|
| <input type="checkbox"/> Local Government         | <input checked="" type="checkbox"/> Non-Profit Organization (please provide copy of your IRS 501(c)(3) tax exemption letter) |
| <input type="checkbox"/> For-Profit Organization  | <input type="checkbox"/> Institution of Higher Education   |
| <input type="checkbox"/> Faith-Based Organization |  |

**Certification**

To the best of my knowledge and belief, data in this proposal are true and correct.  
I have been duly authorized to apply for this funding on behalf of this agency.  
I understand that this grant funding is conditioned upon compliance with federal CDBG regulations.

I further certify that no contracts have been awarded, funds committed or construction begun on the proposed program, and that none will be prior to issuance of a Release of Funds by the Program Administrator. In addition, this project is ready to proceed as of July 1, 2020.

Jan F Demers  
Signature of Authorized Official

Jan F. Demers  
Name of Authorized Official

Executive Director  
Title

January 15, 2020  
Date

## I. Demonstrated Need

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### 1. What is the need/opportunity being addressed by this program/project and how does that contribute to CDBG's national objectives? \*

CDBG aims to reduce poverty levels for low to moderate income (LMI) community members. While increasing income is fundamental to reducing poverty, being employed does not guarantee being above the poverty line. In Burlington, 9.8% of families with a working adult, and 34.4% of working single mothers, live in poverty<sup>1</sup>. Many seek to increase income through small businesses, with 19% of the Vermont workforce owning a micro business<sup>4</sup>. According to a 2013 study by the Aspen Institute, 84% of people who launched a micro business to supplement their income moved out of poverty. Yet starting a micro business takes financial and social capital resources many LMI Vermonters do not have. Burlington residents who are New Americans face further hurdles in both language barriers and culturally different understandings of business ownership. Financial Futures' Micro Business Development Program (MBDP) works with LMI Vermonters to provide the knowledge, skills, and support necessary to start and grow micro businesses.

<sup>1</sup> US Census Bureau: Burlington, VT 2018: ACS 5-Year Estimates Subject Table Poverty Status in the Past 12 Months of Families

<sup>2</sup> City of Burlington Livable Wage Ordinance, effective July 1, 2019

<sup>3</sup> <https://aspe.hhs.gov/2019-poverty-guidelines>

<sup>4</sup> Fairlie et al., "The Kauffman Index, 2015 Startup Activity National Trends."

## II. Program/Project Design

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### 1. Give us a short summary (2 sentences) that describe the program/project.

Financial Futures' Micro Business Development Program helps LMI Burlington residents start, sustain, and expand micro businesses. We provide business development and financial classes, individual coaching, technical support, support applying for capital, and referrals to community members and resources. This grant will increase clients' access to the newest social media marketing tools, provide start up grants to turn plans into actions, develop volunteers from the business community to teach classes with MBDP, and increase culturally responsive outreach to and service provision for New American clients.

### 2. Explain why the program activities are the right strategies to use to achieve the intended outcomes. Why is the program designed the way it is? (cite evidence, best practices, or community input)\*

Entrepreneurs require human, financial, and social capital to succeed<sup>1</sup>. Human capital is the knowledge of the technical aspects of running a business and the skills to plan and problem solve. Financial capital is the necessary loan, grant, equity, or other capital. Social capital is the network of relationships that leads to clients, partnerships, and access to unique information and opportunities. MBDP helps client develop all three types of capital. Our goals in this application will expand clients' access to social capital. **Volunteer recruitment** provides access to the depth of knowledge and skill of those who work in the fields of lending, marketing, accounting, and more. **Scholarships** provide capital for LMI clients with limited personal funds to access organizational memberships, training opportunities, networking opportunities, and other necessary resources. **Social media consultation** will develop social networks online and to increase their client base. In a 2019 survey, 76% of adults used social media to search for local businesses<sup>2</sup>. **New American consultation**: in the past three years, our larger Financial Futures team (which houses MBDP) has used a Culturally Responsive Teaching model to collaborate with New Americans to develop innovative outreach and educational models to meet their needs. Outcomes from this process include increased New American

engagement in financial services and improved credit scores. We will apply aspects of this research and program development model to the MBDP Program. Bringing New Americans into the classes, workshops, and coaching will support them in developing human, financial, and social capital to start businesses and increase their income and financial opportunities.

<sup>1</sup>Rice University’s Baker Institute for Public Policy, Baker Institute Blog, July 24, 2017.

<sup>2</sup> <https://www.lsainsider.com/lmts-63-using-social-media-to-look-for-local-businesses-made-contact/archives>

**3. How will this program/project contribute to the City’s anti-poverty strategy?**

The City identified “Increase Employment/Economic Opportunities” as a high priority, with goals of a) support microenterprises, b) retain/create jobs, and c) reduce economic barriers by access to resources. MBDP will create and retain jobs by helping clients launch and sustain businesses and reduce economic barriers by helping clients build financial skills and credit, apply for capital, and access scholarships to increase their access to social capital. MBDP services will meet each of the City’s goals for this priority.

**4. How do you use community and/or participant input in planning the program design and activities?\***

In addition to client-driven goals to guide coaching, MBDP conducts an annual impact survey to inform program design, and clients are surveyed annually to determine highest priority training and technical assistance needs. Results are analyzed with staff and board members and inform program design. A third of our board members have lived experience similar to our clients and can speak to the needs of our clients.

**III. Proposed Outcomes**

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**1. What are the intended outcomes for this project/program? How are people meant to be better off as a result of participating?**

The Micro Business Development Program (MBDP) will serve 80 clients, who will increase their financial skills, develop business plans, and gain support in starting, sustaining, and expanding their businesses. New and expanded businesses will increase client income. In this coming year, focus will be given to developing ways for clients to increase their social capital and to improving MBDP’s support of New Americans.

**2. List your goals/objectives, activities to implement and expected outcomes (# of units, # of individuals, etc.)**

Goals/Objectives	Activities	Expected Outcomes
Retain and create jobs via microbusinesses	Recruitment/outreach including culturally responsive recruitment of New Americans.  Consultation with 5 Community Ambassadors  Four new volunteers teach four classes. Two classes developed and taught re: social media.	80 Burlington clients access services, including 12 New Americans  Develop of 2 culturally responsive curricula 20 clients attend workshops 12 clients attend workshops
Reduce economic barriers – access resources	Provide start-up scholarships based on business plan needs (may include organization membership, insurance, trainings, etc.)	10 clients access scholarships

**IV. Impact / Evaluation**

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**1. How do you assess whether/how program participants are better off? Describe how you assess project/program outcomes; your description should include: what type of data,**

**the method/tool for collecting the data, from whom you collect data, and when it is collected. \***

<b>Method/Tool</b>	<b>Type of Data</b>	<b>From Whom?</b>	<b>When?</b>
<b>Training and Technical Assistance Interest Survey</b>	Likert scale, forced ranking, and open ended questions re: training and technical assistance topics and needs.	Survey request goes to all current enrolled MBDP clients.	Annually in April.
<b>Outcome Tracker database</b>	Demographics, financial capability scale, financial and business goal progress, credit scores over time, business outcomes, capital leveraged, jobs created, etc.	All MBDP clients.	After each client contact (email, phone, coaching)
<b>Futures Survey</b>	Quantitative & qualitative data on medium & long term program impact on personal asset development & financial well-being.	Financial Futures clients.	Annually in October

**2. How successful has the project/program been during the most recent reporting year for your CDBG project? Report the number of beneficiaries you intended to serve with which activities (as noted in your last Attachment A) and your final outcomes (as noted on your Attachment C) from June 2019 (or June 2018). For non-CDBG participants – report on your achievements from the previous year.**

In the year ending June 2019, MBDP sustained strong work even while the Director, Kate Larose, was on medical leave during the second half of the grant period. The team served more clients than during the prior year; however, the new initiatives received less staff time than anticipated. The team developed a creative idea of using the funds that would have gone to Kate’s time spent on MBDP to provide scholarships to clients. Clients used these scholarships effectively, and the team saw the positive effects of increasing access to social and financial capital. We are drawing from this learning to inform this new CDBG application.

<b>Goals/Objectives</b>	<b>Anticipated</b>	<b>Outcome</b>	<b>Goals/Objectives</b>	<b>Anticipated</b>	<b>Outcome</b>
Clients served	160	82	FTE jobs created	22.5	6.5
Clients in Generator workshops	30		Businesses enhanced	18	15
Clients use Generator maker space	22		Businesses expanded	6	3
Businesses started	6	3	Capital leveraged	\$350,000	\$8,841

To note: capital leveraged varies dramatically by year: 2016 = \$12,086, 2017 = \$21,642. YTD for 2020 (6 months into grant): \$43,890. For the 2019 grant, the grant writer anticipated the capital leveraged for our entire four-county service area rather than the City of Burlington. Outcomes for Generator events was lost during transition between Directors.

**V. Experience / Organizational Capacity**

**1. What is your agency’s mission, and how do the proposed activities fit with your mission?**

CVOEO bridges gaps and builds futures. We provide individuals and families in Addison, Chittenden, Franklin, and Grand Isle Counties with the basic needs of food, fuel, and housing support in times of crisis, and we help them acquire the necessary education, financial skills, and assets to build a stable future in which they thrive. The mission of the Financial Futures Program, one of the nine programs run by CVOEO, is to empower people to prosperity by assisting LMI Vermonters to obtain the education, skills, and resources needed to become financially self-sufficient. During the grant period, CVOEO will increase the range and depth of classes offered to support LMI residents of Burlington to attain economic self-sufficiency through successful micro business ownership.

**2. Explain how your agency has the capacity to carry out the proposed activity (i.e. staff qualifications, years of experience related to this type of activity, etc.)\***

With decades of experience successfully implementing large grants and major funding, CVOEO's administrative staff is skilled at implementing and monitoring program funding. Our Board Members are savvy at asking the right questions to provide oversight and direction. The agency possesses the capacity to fully implement proposed services, including provision and regular reporting to CDBG. Kathryn Baudreau, the Financial Futures Director, has 12 years' social work experience in serving underserved populations and developing new programming. Simeon Geigel has been a Business Counselor at CVOEO for 19 years. John Gergely has been with CVOEO for 3 years and is an experienced small business owner and retired career professional at an international Fortune 500 business firm. Asma Abunaib, PhD, is the New American Project Manager and has 10 years' experience coordinating humanitarian efforts with NGOs at refugee camps, microenterprise, and adult education experience. CVOEO has been supporting low and moderate income community members since 1965, and has had a Micro Business Development Program since 1988.

**3. What steps has your organization/board taken in the past year to become more culturally competent internally?**

We continue to increase the number of our New American staff and board members. We have expanded data collection, widened the scope of outreach, and increased staff trainings. The Financial Futures team, which houses the MBDP program, is in the third year of collaborating with New Americans to develop culturally responsive financial education. This included hiring 10 Community Ambassadors on a per diem basis, who are members of specific language and ethnic communities. They provide consultation, outreach, interpretation services, and are beginning to independently teach classes.

**4. Have you received Federal or State grant funds in the past three years?  Yes  No**

**5. Were the activities funded by these sources successfully completed?  Yes  No  N/A**

If No, please explain:

**VI. Proposed Low & Moderate Income Beneficiaries / Commitment to Diversity**

**1. Will the program solely serve a specific group of people? If so, check ONE below:**

- Abused Children                       Elderly (62 years +)                       People with AIDS  
 Battered Spouses                       Homeless Persons                       Illiterate Adults  
 People with Severe Disabilities

**2. a. For your proposed project, please estimate how the Burlington residents will break out into the following income categories during the total grant period. Use the Income Table at <https://www.burlingtonvt.gov/CEDO/2019-HUD-Income-Limits>**

Service / Activity	Unduplicated Total # of Burlington HH / Persons to be Served	# Extremely Low-Income (30% median)	# Very Low-Income (50% median)	# Low-Income (80% median)	# Above Income Limits (above 80% median)
MBDP services	80	30	25	25	0

**b. All CDBG grantees serving limited clientele will be required to use CEDO's CDBG Beneficiary Self-Certification form to collect beneficiary data including race, ethnicity, annual**

income, and family size. Is your organization willing and prepared to add this documentation to the intake process for your CDBG funded program by July 1, 2020?

Yes       NO       Not Serving Limited Clientele

**3. Who is the project/program designed to benefit? Describe the project/program’s target population, citing (if relevant) specific age, gender, income, community/location or other characteristic of the people this program is intended to serve. How do you select and reach your target population?**

The program is designed to benefit low to moderate income Burlington residents and business owners. We are well known throughout the community as the go-to referral source. We reach our target population by building longstanding partnerships that help facilitate effective “warm referrals.” Active partnerships include the Dept. of Labor, AALV, Reach Up, WIC, Parent Child Centers, Homeless Shelters, Champlain Housing Trust, and the HowardCenter. We also receive referrals from agencies such as SCORE, Small Business Development Center, and Mercy Connections.

**4. Describe the steps you take to make the project/program accessible, inclusive and culturally appropriate for the target population. \***

The Micro Business Development Program (MBDP) helps clients develop highly personalized plans to reach their goals, and provides accommodations for special needs. We collaborate with organizations such as Association of Africans Living in Vermont, the Vermont Refugee Resettlement Program, and VocRehab. Our offices are fully handicapped accessible. We offer evening classes to accommodate working clients’ needs. We have hired 10 Community Ambassadors on a per diem basis who provide outreach, interpretation, and education for New Americans in our financial services program that supports MBDP clients.

**VII. Budget / Financial Feasibility**

**1. Budget Narrative: Provide a clear description of what you will do with CDBG’s investment in the project/program. How will you spend the money? Give specific details.**

CDBG funds will be used to provide salary, fringe, and administrative costs for staff to: a.) Recruit new volunteers and develop infrastructure to use their time effectively; b.) Consult with Community Ambassadors to develop culturally responsive outreach and curricula for New American communities; c.) Hire social media consultant to train staff and collaboratively develop curricula for clients. CDBG’s investment will also fund scholarships for clients to pay for business needs such as: membership in professional organizations, attending networking events and trainings, and start up costs.

**2. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) in your Project/Program Design.**

a.

Specific Service / Activity	Position/Title	Work Related to CDBG-Funded Activity	# of Hours per Week spent on this Specific Service / Activity	% of Hours per Week spent on this Specific Service / Activity to be paid with CDBG
Client recruitment; MBDP training and technical assistance	John Gergely and Simeon Geigel, MBDP Business Counselors	Outreach/recruitment, coaching, technical assistance, training, and applying for funding	John: 5 hrs/week Simeon: 15 hrs/week	100%
Develop culturally	Asma Abunaib, New	Consultation with	10 hrs/week	25%

responsive outreach and curricula	American Project Coordinator	Ambassadors; development of curricula/outreach	(Q1 and Q2)	
Volunteer development; social media development	Kathryn Baudreau, Financial Futures Director	Volunteer recruitment and infrastructure; seek consultation re: social media curriculum	5 hrs/week (Q1 – Q4)	100%

b. All CDBG grantees that use CDBG funds for salaries must submit timesheets that capture total time and effort of staff members funded with CDBG. These timesheets must record CDBG hours worked, other hours worked, all funding sources, and a narrative for all CDBG and non-CDBG funded activities, and they must be signed by the employee and supervisor. Does your organization have the ability to implement a timekeeping system for CDBG funded staff that meets these requirements by July 1, 2020?  Yes  No  Not funding salaries

### 3. Program/Project Budget

Line Item	CDBG Funds	Other	Total
Salary	\$26,678	\$14,750	\$41,428
Fringe and Workers Compensation	\$6,678	\$5,858	\$12,536
Community Ambassadors	\$1,980	\$0	\$1,980
Consultant: social media	\$1,500	\$0	\$1,500
Volunteer recognition and program materials	\$550	\$0	\$550
Ten scholarships	\$5,000	\$0	\$5,000
Indirect	\$5,726	\$3,098	\$8,824
Rent/Utilities/Phone/Space Maintenance	\$2,246	\$4,466	\$6,712
Office Supplies	\$132	\$209	\$341
Service Contracts	\$250	\$0	\$250
Fees, Dues, and Insurance	\$59	\$261	\$320
Credit Reports	\$0	\$396	\$396
Local Travel	\$0	\$612	\$612
<b>Total</b>	<b>\$50,799</b>	<b>\$29,650</b>	<b>\$80,449</b>

### 4. Funding Sources

	Project		Agency	
	Current	Projected	Current	Projected
CDBG	\$40,000	\$ 50,799	\$ 72,896	\$60,799
State (specify)				
Employment & Training Programs	79,774	79,774	113,074	118,074
Housing and Homeless Programs			1,151,732	1,241,141
Nutrition Programs			26,569	26,569
Utility Assistance & Energy Programs			2,306,343	2,354,695
Victim Services & Prevention			159,202	159,202
Head Start & Education Programs			450,036	445,042
Federal (specify)				
Health and Human Services	40,851	43,555	7,712,893	7,991,838
USDA			159,285	159,285
Energy			351,781	369,370
HUD			293,563	318,563
FEMA			22,354	21,683
Justice			674,016	668,708
Treasury			63,700	63,700

United Way	--	--	101,000	101,000
Private (specify)	--	--		
Donations			1,384,702	1,384,346
Foundations			477,400	328,400
Private Organizations			325,750	315,750
Program Income	--	--		
Weatherization			537,566	632,567
Fee for Service			26,729	6,040
Other ( <u>specify</u> )	--	--		
City and Town Grants			57,750	62,750
Interest			55,000	65,000
In-Kind: Food			4,250,000	4,250,000
In-Kind: Volunteer			269,915	269,915
In-Kind Volunteer Professional			1,175,800	1,175,800
In-Kind: Space			441,500	441,500
<b>Total</b>			<b>\$ 160,625</b>	<b>\$ 174,128</b>
			<b>\$ 22,660,556</b>	<b>\$23,031,737</b>

**5. Of the total project cost, what percentage will be financed with CDBG?**

$$\frac{\$ 50,799}{\text{CDBG Funding}} \div \frac{\$ 80,449}{\text{Total Program/Project Costs}} = \frac{63 \%}{\text{Percentage}}$$

**6. Of the total project cost, what would be the total cost per person?**

$$\frac{\$ 80,449}{\text{Total Program/Project Cost}} \div \frac{80}{\# \text{ Total Proposed Beneficiaries}} = \frac{\$ 1,006}{\text{Cost Per Person}}$$

$$\frac{\$ 50,799}{\text{Total Amount of CDBG Funding}} \div \frac{80}{\# \text{ Total Proposed CDBG Beneficiaries}} = \frac{\$ 635}{\text{Cost Per Person CDBG Investment}}$$

**7. Why should CDBG resources, as opposed to other sources of funding, be used for this project?**

MBDP accesses multiple funding sources, and has a base to sustain current work. We are seeking additional funding to develop initiatives like volunteer recruitment and New American outreach. The long-term financial benefits of increasing volunteer work will help defray the per-client cost of MBDP. MBDP's work aligns perfectly with CDBG's goals to support micro business development. The City will see a return on its investment through increased income for residents, increased jobs, and reduced reliance on public services.

**8. Describe your use of community resources, including volunteers. Include any resources not listed in your budget. Will CDBG be used to leverage other resources?\***

MBDP clients have access to Financial Futures' Growing Money financial capability classes and credit coaching. Ross Miller, a retired accountant, has volunteered to teach workshops in the past. We have partnered with the IRS to teach classes. Part of our grant request is to recruit further volunteers from fields such as accounting, tax preparation, and marketing. We will create the administrative infrastructure to sustain relationships with volunteers and increase their involvement.

**VIII. Collaboration/Efficiency**



**1. Give 1 or 2 examples of key successful collaboration(s) between your program/project and another agency/program/group to address the needs of the people you serve.**

MBDP and VT Dept. of Labor's Vocational Rehabilitation office (VocRehab) have been collaborating for many years. LMI Burlington residents, including those with disabilities, often lack social and monetary capital, and access to a professional skill building opportunities. VocRehab clients go through a "readiness indicators checklist" with their case managers before referral to MBDP for support in achieving their goals. MBDP business coaches and VocRehab case managers stay in contact throughout the client's work in the program to ensure services complement each other rather than duplicating or undermining one another.

**2. Do identical or similar community programs exist? How does this program complement or collaborate rather than duplicate services? What makes this program unique?**

Small Business Development Center, SCORE, Center for Women and Enterprise, and Mercy Connections offer business advising/classes. MBDP is unique in focusing on LMI residents while having no other eligibility criteria. We are respected for our expertise in meeting the unique needs of our most vulnerable neighbors and routinely receive referrals from the other programs.

**3. Provide 1 example of how your agency has become more efficient in achieving your outcomes or managing your project/program.**

We partner to offer accessible community workshops on business management topics. Sharing coordination responsibilities, such as preparation, promotion, registration, and facilitation strengthens interagency collaboration and greatly increases the efficiency of offering workshops and reaching eligible clients, leaving more time for one-on-one coaching efforts. Examples include QuickBooks classes with Community Capital of Vermont and cash flow workshops with our financial institution partners.

## ***IX. Sustainability***

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**1. How will this project have a long-term benefit to the City of Burlington? If this program/project ends, how will that benefit continue?**

In 2017, MBDP participants from the past 5 years were surveyed regarding long term impacts of their experience working with a business counselor. Results show 87% of businesses are still in operation, and the top reported benefits were 1) improved business management skills and 2) self-sufficiency/business success. If the project ends, the professional and financial capabilities of participants will continue, and they will continue to serve their communities and employ themselves and neighbors through their thriving micro businesses.

**1. CDBG funding is intended for new or expanded services. If CDBG funding ends, will the project be able to continue?**

CVOEO has a long history of securing funding through governments, private sources, and foundations. Core services described in this proposal are in our agency strategic plan. This project is not a new direction for the agency and our commitment to self-employment and financial capability has survived changes in administrations and agency priorities over time. MBDP would continue, but at a reduced capacity.

**2. How will you prioritize the proposed project activities if you do not receive the full amount requested?**

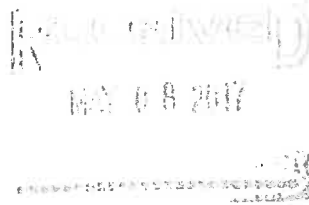
We would prioritize the new initiatives in this order: 1. Consult with Community Ambassadors to strengthen work with New Americans; 2. Recruit volunteers and develop infrastructure; 3. Provide scholarships to clients; 4. Consult on social media best practices and develop new curriculum.



CINCINNATI OH 45999-0038

In reply refer to: 0248188034  
May 04, 2017 LTR 4168C 0  
03-0216837 000000 00  
00021562  
BODC: TE

CHAMPLAIN VALLEY OFFICE OF ECONOMIC  
OPPORTUNITY INC  
255 S CHAMPLAIN ST STE 2  
BURLINGTON VT 05401



060541

Employer ID Number: 03-0216837  
Form 990 required: Yes

Dear Taxpayer:

This is in response to your request dated Apr. 25, 2017, regarding your tax-exempt status.

We issued you a determination letter in April 1966, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c) (3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

For tax forms, instructions, and publications, visit [www.irs.gov](http://www.irs.gov) or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

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May 04, 2017 LTR 4168C 0  
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CHAMPLAIN VALLEY OFFICE OF ECONOMIC  
OPPORTUNITY INC  
255 S CHAMPLAIN ST STE 2  
BURLINGTON VT 05401

Sincerely yours,



Kim A. Billups, Operations Manager  
Accounts Management Operations 1