

*Saint Joseph Community Land Trust*

# **Business Plan**

Adopted January 15, 2020



## Saint Joseph Community Land Trust 2020 Business Plan

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## I. Environmental/Market Overview

### **Market Overview:**

The housing market in the Tahoe Basin is very expensive. Housing stock is constrained by regulatory limits on development and by conversion of existing housing into second homes and vacation rentals. There is a lack of available homes affordable to people with incomes at or below the area median. When people who work in our community can't afford to live here, the Tahoe Basin suffers on multiple levels: increasing traffic congestion from commuter workers, diminishing sense of community cohesion, greater distance between "haves" and "have-nots."

Some of the trends in the Tahoe Basin are national in flavor, while some are specific to our area. Nationally, an aging population is driving an increasing need for senior housing. Our area is attracting retirees from the Bay Area, especially from the tech sector, holding out the potential for major donor fundraising by area nonprofit organizations. Nationally, younger people are starting families later in life, if at all. The burden of student loan debt is prompting young people to defer homeownership, which was historically a primary path to wealth for many households. The demand for housing, both nationally and here in the Tahoe Basin, is generally for rentals, smaller homes and second homes. That said, there are families interested in staying here or locating here, but they are stymied by the lack of housing options. And with fewer families, there are fewer children in our schools – and when schools don't have children, they close. There are other notable shifts; the local population is declining, the source of the working population changes, there is a shift toward part-time residency by second-home owners and in tourism, there are more day-trip visitors than overnight visitors.

While there is housing needed across the entire Tahoe Basin, the October 2019 *South Shore Region Housing Needs and Opportunities* report highlights the depth of housing needs in the South Shore Region. Saint Joseph CLT appears throughout the report. Action planning has already begun, and we are being looked to as a strong partner in addressing the housing need. We have a surfeit of opportunity – and a need to build our own organizational capacity to prepare.

### **Saint Joseph Community Land Trust Response:**

With a deep understanding of the specific needs and opportunities in the South Shore, Saint Joseph CLT is preparing itself to help fill gaps. The need is obviously both broad and deep; there are few other organizations operating in the housing market here. But we cannot be everywhere at once. We will focus our work **proactively** on the South Shore Region, collaborating closely with public jurisdictional partners in California and Nevada to bring the strength of the community land trust model in service of community needs. We will work **opportunistically** in communities on the North Shore, but only to the extent that the opportunities we are responding to meet the tests outlined in our Decision Filter.

Over the next three years, our strategies will include:

- providing affordable homes for rent and ownership;
- engaging members of the community in our activities;
- increasing our visibility and advocacy; and
- investing in our own organizational sustainability through board and staff expansion.

This business plan provides a road map for these efforts.

## II. Organization, Mission and Vision

### **20-Year Vision:**

We envision a future in which the economic and social fabric of the Tahoe Basin continues to be strong, with locally owned businesses; a vibrant school system and community college; an independent hospital; and the strong support and engagement of the community in addressing social challenges. We envision a future in which the best qualities of this place – the neighborliness and close sense of community that drew us here – are still front and center, with opportunities for everyone who works here to have a safe, affordable place to call home. Saint Joseph CLT is actively working to create this future: in 20 years, we want our successes to position us as the “go-to” group when it comes to housing in Tahoe. We are ready.

### **Saint Joseph CLT’s Mission and Purpose:**

Saint Joseph CLT’s mission and purpose is to address poverty and foster social justice for the dignity of the human person by:

- Creating, retaining and promoting quality affordable and sustainable housing;
- Building community and creating, retaining, promoting and enhancing safe high-quality neighborhoods;
- Providing basic life skills for families and individuals;
- Providing stewardship of God’s good earth through sustainable resource management; and
- Promoting fair housing and programs regardless of race, age, color, religion, sex, national origin or disability.

## III. Services and Programs

### **A. Current Programs:**

**Low-Income Rental:** The Sierra Garden Apartments in South Lake Tahoe provides 76 2 and 3-bedroom Section 8 low-income apartments. This is the largest affordable rental complex in the region. There may be future opportunities to expand low-income rentals in collaboration with our Sierra Garden Apartment partners.

**Low and Moderate-Income Ownership Homes:** Currently one moderate-income 3-bedroom ownership home is in the Saint Joseph CLT portfolio. The City of South Lake Tahoe has awarded Saint Joseph CLT the right of first refusal to acquire 3 adjacent City-owned lots that will provide 3 to 5 additional permanently affordable ownership homes. Saint Joseph CLT is working with the City of South Lake Tahoe, other public agencies and private property owners to identify and obtain control of other sites that may be appropriate for permanently affordable workforce housing.

**Motel to Housing Program:** Saint Joseph CLT provides 3-year no-interest loans of up to \$1,800 to families with school-age children who are living in motels or other substandard housing to cover first month’s rent plus security deposit to enable them to move to apartments or homes. To date, the program has enabled families with 33 children to move from substandard housing into quality housing.

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**EASE (Employer Assisted Shared Equity) Homes Program:** This program was developed to help Tahoe Basin employers attract and retain income-qualified employees find affordable housing in the Tahoe Basin. Saint Joseph CLT and the employer would jointly contribute up to \$100,000 toward the land value of a home and the home would go into the CLT's portfolio to ensure permanent affordability and that the home would be used as the permanent residence. ***Saint Joseph CLT is currently considering modifying the program to separate it from an individual employer to be focused on income-qualified households seeking a primary residence in the Tahoe Basin.***

**Homebuyer Education and Financial Literacy Courses:** Saint Joseph CLT occasionally offers homebuyer education and financial literacy courses to its members and the community. Future courses may be offered jointly with the Tahoe Prosperity Center and others.

**Members Emergency Loan Program:** This program was recently rolled out to the CLT's members. The program offers members up to a \$600 as an interest-free loan to cover emergency expense—such as a car breakdown that would prevent a member from getting to work. The program is designed as an alternative to pay-day loans, which have notoriously high interest rates and predatory terms.

### **B. Decision Filter:**

St. Joseph CLT will use the following nine criteria to decide among opportunities. The first two are critical thresholds.

1. **Mission Fit.** Does it match our mission? Is it geared toward social justice? (continue if yes)
2. **Gap.** Is someone else doing this more efficiently and effectively than we could? Are we needed (continue if yes)?
3. **Partners.** Are partners available to fill roles that we can't fill?
4. **Capacity.** Can we do this with our existing staff and board, or can we efficiently and economically contract for needed services? If not, can we afford to add?
5. **Capabilities.** Do we have the skills and knowledge to do this?
6. **Cost.** Is it an efficient use of resources?
7. **Revenue Potential.** Can we get funded to do this? Are there strings attached—do they conflict with our mission?
8. **Opposition.** Does the community oppose or support this?
9. **Community Goodwill.** Does it enhance our name and visibility?

These criteria will also be used to evaluate existing programs or extensions to existing programs at the annual Board Retreat.

## IV. Market Analysis

### A. Demand

#### Current

Part I of the *South Shore Region Housing Needs and Opportunities* study was recently completed under the auspices of the Tahoe Prosperity Center. The study provides demographic, economic and housing trends and quantifies housing needs for the South Shore Region, identified as Tahoe Township/Douglas County in Nevada and the City of South Lake Tahoe and the unincorporated Tahoe Basin portions of El Dorado County in California. Saint Joseph CLT's home is in the center of this region. Part 2, currently underway, will be the development of an Action Plan "...specifying specific housing goals, priorities and strategies, needed coordination and necessary implementing partners to provide the housing necessary to support a thriving community in the South Shore Region..."

The report concludes that there is a need for 1,880 additional housing units priced below current market prices. There is a need for ownership housing priced from \$200,000 to \$400,000 affordable to households earning from 80% to 150% of area median income. There is a need for 2 and 3-bedroom townhome style homes with a garage. Rentals priced from \$500 per month for a room or studio, \$1,000 per month for one-bedroom and \$1,250 per month for two bedrooms for households earning from 30% to 80% of area median income are also needed. The report estimates that approximately 38% should be for ownership and approximately 62% for rental.

### B. Capacity/competitive advantage

The *South Shore Region Housing Needs and Opportunity* study is a region-wide effort including participation from all major governmental agencies having jurisdiction, chambers of commerce, large employers, and community organizations including the Tahoe Prosperity Center and Saint Joseph CLT. The report concludes that "...political commitment is strong ...and that advocates are engaged..." The report goes on to state that many partners are on board including the Tahoe Transportation District, California Tahoe Conservancy, Lake Tahoe Community College, El Dorado County, El Dorado Community Foundation, Tahoe Prosperity Center, Chambers of Commerce, the League to Save Lake Tahoe and Saint Joseph Community Land Trust.

As a well-established non-profit organization providing housing and supportive programs to the Tahoe Basin's low and moderate-income residents and employees, Saint Joseph CLT has been a very visible participant in The *South Shore Region Housing Needs and Opportunities* study and is a member of the Action Plan Advisory Committee. Saint Joseph CLT is at the top of the list in the *Local Resources and Momentum* section of the study. Saint Joseph CLT is a development partner in the largest low-income rental project in the region and the only known entity in the region that is providing homes for ownership by low and moderate-income workers.

### C. Competition/collaborators/challenges

As the *South Shore Housing Needs and Opportunities* report indicates: "Even with strong commitment, however, providing local resident housing will be hard. A combination of new development, redevelopment, repurposing of existing homes and other structures, renter and homeowner assistance programs, among other creative solutions, are needed, each with their own challenges." To address the complexity of

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regulations with multiple jurisdictions and the development rights system in the Tahoe Basin significant creativity and re-thinking of how things have been done is needed. The primary goal of the Action Plan process is “to develop a common vision for meeting existing and future housing needs, prioritizing strategies to make an impact, and creating the partnership framework to successfully address housing in the South Shore Region.”

There are at least two upcoming opportunities for Saint Joseph CLT to join the Sierra Garden Apartment development team on future low-income rental projects. These opportunities are competitive; there are other development teams that aggressively bid for these projects. Saint Joseph CLT’s local presence and track record with the Sierra Garden Apartments are competitive advantages. The Sierra Garden Apartment project demonstrates potential developer fee and on-going revenues to support Saint Joseph CLT’s sustainability.

No other known entities provide low and moderate-income workforce housing in the region. Saint Joseph CLT’s local experience developing workforce housing development is an advantage over outside developers. Saint Joseph CLT is working with the City of South Lake Tahoe to develop 3 to 5 workforce housing units on property being transferred by the City at \$1.00. Saint Joseph CLT is also working with the City to develop the mechanics for the City to help Saint Joseph acquire privately-owned sites appropriate for workforce housing. Saint Joseph CLT will also be working with the Tahoe Conservancy and other entities to identify sites that would be appropriate for workforce ownership housing.

### V. Management Team

#### A. Board

Saint Joseph CLT is led by a volunteer board of six: three from the California side and three from the Nevada side of the Tahoe Basin. Several, including board chair Lyn Barnett, are long-time leaders with important connections to the Tahoe Regional Planning Agency and the City of South Lake Tahoe. They bring skills in real estate and planning, roll-up-your-sleeves activism and strong commitment to the social justice mission.

The Saint Joseph CLT bylaws call for three categories of Directors with two members in each category, one from California and one from Nevada:

1. Lessee Representatives meeting one of the following criteria: a) a resident of a low-income neighborhood, b) a low-income resident of the Service Area or 3) an elective representative of a low-income neighborhood organization.
2. General Representative representing General Members and Regular Members with special needs.
3. Supporting Representatives representing the Regular Membership.

No more than 1/3 of the Board may represent the public sector.

With the likely opportunities stemming from the *South Shore Region Housing Needs and Opportunities* report and Action Plan the Board is exploring expanding the number of directors and adding new skills on the board. Using the Board of Directors Composition and Recruitment tool (see Appendix) as a guide, the board will assess skills that are needed and desired and skills and those currently represented on the board, to identify gaps that need to be filled.

It has been particularly difficult to fulfill the requirement for low-income representation on the board. The Board is focused on enhancing recruitment of low-income directors. A recruitment flyer specifically offering board leadership opportunity for people with low income has been prepared and will be widely distributed. The board will also consider providing stipends to low-income board members if needed to offset costs of their participation in the organization, scholarships for leadership training or other training opportunities. The updated Board Manual also provides significant leadership training opportunities during the on-boarding process.

### **B. Staff**

Current staff consists of a full-time Executive Director and a half-time Program Director. The Executive Director, Jean Diaz has several years of experience with Community Land Trusts and is a founding board member of the California Community Land Trust Network. The part-time Program Director, Charlotte Rosburg, has several years of experience as a volunteer and paid staff person with the Saint Joseph CLT.

With the expected opportunities stemming from the Action Planning process, Saint Joseph CLT needs to plan for additional staff to effectively respond. The Action Planning process and parties involved may inform and provide resources in this regard. For example, the El Dorado Community Foundation has been working with community participants to develop a funding plan that may provide significant near-term and long-term funding to support Saint Joseph CLT's ability to increase staff to take advantage of future opportunities.

## **VI. Goals and Strategies**

### **Organizational**

1. **VISIBILITY AND ADVOCACY.** The CLT is positioned to help quicken the pace of affordable housing development in the South Shore.

### **Programmatic**

2. **AFFORDABLE HOMES.** The CLT expands housing access, with a focus on the South Shore.
3. **COMMUNITY PROGRAMS.** The CLT's community programs complement its housing offerings, assisting people in finding stable homes and preparing them for success.

### **Operational**

4. **LEADERSHIP.** Our leadership has the skills and influence we need.
5. **STAFF AND SYSTEMS.** The CLT has the talent and infrastructure needed for success.
6. **MEMBERS.** SJCLT residents actively engage in and help guide the organization's work.
7. **REVENUE MODEL.** The CLT has diverse, stable income sources to support its operations.

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## STRATEGIC FRAMEWORK

**GOAL I. VISIBILITY AND ADVOCACY.** The CLT is positioned to help quicken the pace of affordable housing development in the South Shore.

<i>STRATEGIES / LEAD</i>	<i>ACTIVITIES</i>	<i>OUTPUTS</i>
<b>IA. Develop a communications strategy for the CLT</b>	<ul style="list-style-type: none"> <li>■ Develop a set of consistent, simple messages about the CLT’s work that everyone in the organization can share (“talking points)</li> <li>■ Practice using these</li> <li>■ Tailor the talking points to be audience specific.</li> <li>■ Identify all key audiences and the right “messenger” for each key audience</li> </ul>	<ul style="list-style-type: none"> <li>■ Operate within our Mission &amp; Purpose</li> <li>■ Carry message through appropriate mediums, e.g. print, web, etc.</li> </ul>
<b>IB. Cultivate relationships with City of South Lake Tahoe.</b>	<ul style="list-style-type: none"> <li>■ Meet regularly with City of South Lake Tahoe staff to keep in touch with developments and keep staff informed of our programs.</li> <li>■ Meet periodically with Council members to provide updates on SJCLT programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Meet quarterly with South Lake Tahoe staff or other local governments if in SJCLT Service Area</li> <li>■ Provide semi-annually briefing to City Council and meet as needed</li> </ul>
<b>IC. Cultivate relationships with county governments: Boards of Supervisors of El Dorado, Placer, Washoe and Douglas Counties.</b>	<ul style="list-style-type: none"> <li>■ Meet Board members representing SJCLT service area to be sure they know what the CLT is doing and the CLT hears what their plans and needs are</li> </ul>	<ul style="list-style-type: none"> <li>■ Meet with Board representatives to provide overview</li> <li>■ Meet at least semi-annually to provide/obtain briefing</li> </ul>
<b>ID. Cultivate relationships with regional governments: STPUD and TRPA.</b>	<ul style="list-style-type: none"> <li>■ Meet periodically with TRPA, STPUD and other agencies to update them on the CLT’s work and to understand their plans and needs</li> </ul>	<ul style="list-style-type: none"> <li>■ Meet with agency staff quarterly to provide/obtain briefing</li> </ul>
<b>IE. Ensure members of the State Assembly and Senate, and officials at Housing and Community Development, are informed of the CLT’s programs and progress.</b>	<ul style="list-style-type: none"> <li>■ Identify relevant State legislators and staff having jurisdiction</li> <li>■ Meet with identified legislators and/or staff</li> <li>■ Meet with identified State Agency staff relevant to SJCLT programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Meet with identified legislative representative and/or staff to provide overview of SJCLT programs</li> <li>■ Meet with State agency staff relevant to SJCLT programs to provide an overview or SJCLT programs</li> <li>■ Periodically meet to provide/obtain briefings and updates</li> </ul>

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<p><b>IF. Work in coalition with Tahoe Prosperity Center and other advocacy partners, champions / influencers</b></p>	<ul style="list-style-type: none"> <li>■ Participate in community groups, especially those that are related to housing and low-income empowerment such as Tahoe Prosperity Center, Lake Tahoe Collaborative, NV Housing Coalition, CA Community Land Trust Network</li> </ul>	<ul style="list-style-type: none"> <li>■ Attend periodic meetings</li> <li>■ Participate in and support workshops/activities that are relevant to SJCLT programs</li> <li>■ Seek support/provide support to legislative and policy advocacy relevant to SJCLT</li> </ul>
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**GOAL 2. AFFORDABLE HOMES. SJCLT expands housing access, with a South Shore focus.**

<i>STRATEGIES / LEAD</i>	<i>ACTIVITIES</i>	<i>OUTPUTS</i>
<p><b>2A. Expand the inventory of affordable homeownership</b></p>	<ul style="list-style-type: none"> <li>■ Pursue new construction on city-owned or private land.</li> <li>■ Work with city, architects and contractors re: how to meet the new state net zero energy requirements.</li> <li>■ Explore potential for Passivhaus/other innovative models here.</li> <li>■ Identify and pursue sites for potential development of ownership homes</li> </ul>	<ul style="list-style-type: none"> <li>■ Complete the Riverside land acquisition and develop plans for construction and financing of 3 to 5 units in 2019/2020 fiscal year</li> <li>■ Consider technological advancements to enhance sustainability, environmental efficiency and economic construction</li> <li>■ Work with City, TRPA, Tahoe Conservancy, Barton Health and others to identify potential sites for ownership homes</li> </ul>
<p><b>2B. Expand the inventory of low-income rental units.</b></p>	<ul style="list-style-type: none"> <li>■ Opportunistically serve as the nonprofit partner with PDG, Barton, or other developers of a low-income rental project.</li> </ul>	<ul style="list-style-type: none"> <li>■ Become a developer partner with PDG or others to propose and, if successful develop, low-income rental units where opportunities permit</li> </ul>
<p><b>2C. Establish a Homebuyer-Initiated Program to bring the cost of homeownership within reach for buyers seeking existing houses on the for-sale market.</b></p>	<ul style="list-style-type: none"> <li>■ Define geography in which this program will be offered.</li> <li>■ Establish program requirements, eligibility, process, etc.</li> <li>■ Seek funding for homebuyer grants.</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop and approve program in 2019/2020 fiscal year</li> <li>■ Develop and implement fund raising program</li> </ul>
<p><b>2D. Pursue partnerships for the acquisition, renovation, and conversion of a motel to residential use.</b></p>	<ul style="list-style-type: none"> <li>■ Identify motels appropriate for quality housing</li> <li>■ Work with city to reduce regulatory barriers and reduce opposition.</li> </ul>	<ul style="list-style-type: none"> <li>■ Collaborate with appropriate partners to acquire, rehab and manage units</li> </ul>

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<p><b>2E. Continue to build the CLT’s acquisition and predevelopment fund to facilitate quick, nimble purchases and to reduce the need for loans to cover predevelopment expenses.</b></p>	<ul style="list-style-type: none"> <li>■ Define the amount of CLT equity to seed the fund</li> <li>■ Seek grant and loan funds from a range of philanthropic sources: CCHD, El Dorado Community Foundation, Tahoe Truckee Community Foundation, Parasol Foundation</li> <li>■ Develop relationships with potential angel investors (individuals)</li> <li>■ Explore impact investors such as religious groups and other funder program related investments</li> </ul>	<ul style="list-style-type: none"> <li>■ Contribute available SJCLT funds that may be available after covering operating expenses and properly funding the Operating Reserve</li> <li>■ Identify potential angel or impact investors whose missions fit the revolving fund</li> <li>■ Apply for grants/funds from Wells Fargo, US Bank, CCHD and others with all or a portion of the grant or funds to go to the revolving fund</li> </ul>
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**GOAL 3. COMMUNITY PROGRAMS. The CLT’s community programs complement its housing offerings, assisting people in finding stable homes and preparing them for success.**

<i>STRATEGIES</i>	<i>ACTIVITIES</i>	<i>OUTPUTS</i>
<p><b>3A. Continue the Motel to Home program.</b></p>	<ul style="list-style-type: none"> <li>■ Develop outreach strategy in South Shore</li> <li>■ Opportunistically respond to the North Shore for expansion</li> </ul>	<ul style="list-style-type: none"> <li>■ Create calendar for flyer replenishment at social organizations (El Dorado County, HNS, Alta, etc.); Lake Tahoe Coalition, Boys and Girls Club; ER / hospital; doctors; churches</li> <li>■ Evaluate feedback from North Shore organizations about need in North Shore</li> </ul>
<p><b>3B. Continue to Provide Homebuyer Education and Financial Literacy classes.</b></p>	<ul style="list-style-type: none"> <li>■ Update the financial literacy workshop curriculum that can be offered periodically.</li> <li>■ Review homebuyer education requirements of potential lenders</li> <li>■ Review/update homebuyer education program considering needs of lenders and available resources</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop updated financial literacy course (perhaps in conjunction with Tahoe Prosperity Center) in 2019/2020 fiscal year</li> <li>■ Offer two pilot financial literacy courses and revise as necessary</li> <li>■ Develop homebuyer education course prior to marketing of Riverside lot homes</li> <li>■ Modify homebuyer education program as necessary</li> </ul>

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<p><b>3C. Provide emergency loans to CLT members.</b></p>	<ul style="list-style-type: none"> <li>■ Finalize program in 2019/2020 fiscal year</li> <li>■ Automate program as much as possible to reduce burden on staff time.</li> </ul>	<ul style="list-style-type: none"> <li>■ Roll out program in 2019/2020 fiscal year</li> <li>■ Develop outreach plan to make members/potential members aware of program benefits</li> <li>■ Review implementation after 2 or 3 loans processed</li> </ul>
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**GOAL4. LEADERSHIP. Our leadership has the skills and influence we need.**

STRATEGIES	ACTIVITIES	OUTPUTS
<p><b>4A. Make the board culture more inclusive</b></p>	<ul style="list-style-type: none"> <li>■ Consider stipends to low-income board members to offset costs of their participation in the organization (e.g., onsite babysitter, transportation stipend)</li> <li>■ Consider scholarships for low-income board members to attend leadership classes</li> <li>■ Invest in social events with members</li> <li>■ Include some unstructured time on the board agenda</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop plans to support low-income board members—what will SJCLT provide?</li> </ul>
<p><b>4B. Create a culture of philanthropy on the board</b></p>	<ul style="list-style-type: none"> <li>■ Clarify expectation that all board members make a donation to SJCLT that feels personally significant</li> <li>■ Clarify the expectation that everyone will help in fundraising activities</li> </ul>	<ul style="list-style-type: none"> <li>■ Every board member has made an annual contribution of money, in-kind contributions, volunteering of time or has helped to obtain grants or donations from other sources</li> </ul>
<p><b>4C. Enhance the use of board committees</b></p>	<ul style="list-style-type: none"> <li>■ Consider appropriate committee structure for implementation by end of 2019/2020 fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement committee structure once adopted</li> </ul>
<p><b>4D. Streamline the board meeting process to make meetings more efficient.</b></p>	<ul style="list-style-type: none"> <li>■ Send board packet / written reports in advance</li> <li>■ Use a strategic agenda that identifies items for info., discussion, or decision; include a consent agenda</li> <li>■ At annual board retreat review progress on business plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Update board meeting agenda format</li> <li>■ Provide board packets at least 3 business days prior to board meeting</li> <li>■ Agenda item for annual board retreat will be to review progress on business plan</li> </ul>

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<p><b>4E. Take a more strategic approach to board development</b></p>	<ul style="list-style-type: none"> <li>■ Clarify board roles and responsibilities for use in board recruitment</li> <li>■ Use a profile grid to identify board strengths, skills needed, and gaps</li> <li>■ Over the next three years, add four board members.</li> <li>■ Prioritize new leaders who fill gaps, especially in advocacy, fundraising, land use law, and real estate development and finance</li> <li>■ Recruit SJCLT members</li> </ul>	<ul style="list-style-type: none"> <li>■ By the first quarter of 2020, the board is regularly using a “Board Member Job Description” and profile grid o 10 by 2022</li> <li>■ Increase the board size to 10</li> <li>■ Widely distribute SJCLT Low-Income Board Member recruiting flyer</li> </ul>
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**GOAL 5. STAFF AND SYSTEMS. The CLT has the talent and infrastructure needed for success.**

<i>STRATEGIES</i>	<i>ACTIVITIES</i>	<i>OUTPUTS</i>
<p><b>5A. Define the 3-year staffing model needed to deliver this strategic plan.</b></p>	<ul style="list-style-type: none"> <li>■ Develop a refined 3-year staffing plan upon completion of the South Shore Housing Needs and Opportunities Action Planning process that will help identify the opportunities and requisite staffing needs</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement staffing plan once adopted</li> </ul>
<p><b>5B. Align staff positions and responsibilities for optimal match of skills, interests, and organizational needs.</b></p>	<ul style="list-style-type: none"> <li>■ Staffing plan will identify skills needed stemming from the Action Plan and other information</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement staffing plan considering needed skills and interests</li> </ul>
<p><b>5C. Secure sufficient office space to match staffing needs.</b></p>	<ul style="list-style-type: none"> <li>■ Identify short-term and long-term occupancy needs</li> <li>■ Identify available space to meet short-term needs</li> <li>■ Identify long-term occupancy needs upon completion of the Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Find suitable short-term office space for near-term needs</li> <li>■ Develop long-term occupancy plan upon conclusion of Action Plan process</li> </ul>

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### GOAL 6. MEMBERS. SJCLT residents actively engage in and help guide the organization’s work.

<i>STRATEGIES</i>	<i>ACTIVITIES</i>	<i>OUTPUTS</i>
<b>6A. Engage CLT members and supporters in advocacy efforts – e.g., testimonials</b>	<ul style="list-style-type: none"> <li>■ Obtain testimonials from SJCLT beneficiaries</li> <li>■ Recruit and develop SJCLT Resident/Member Ambassadors</li> <li>■ Provide Business Spotlight opportunities for business members</li> </ul>	<ul style="list-style-type: none"> <li>■ Curate testimonials for use in flyers, website, etc.</li> <li>■ Develop Resident/Member Ambassador program materials and plan</li> <li>■ Begin publishing Business Spotlights on website and Newsletters</li> </ul>

### GOAL 7 REVENUE MODEL. The CLT has diverse, stable income sources to support its operations.

<i>STRATEGIES</i>	<i>ACTIVITIES</i>	<i>OUTPUTS</i>
<b>7A. Develop an individual major gifts program.</b>	<ul style="list-style-type: none"> <li>■ Develop the “case” for support</li> <li>■ Identify a list of prospective donors</li> <li>■ Assign board and staff members to cultivate specific donor prospects, including initial meetings to introduce donors to the CLT and gauge their level of interest.</li> </ul>	<ul style="list-style-type: none"> <li>■ Double the individual donor base</li> </ul>
<b>7B. Seek targeted foundation grants to build capacity.</b>	<ul style="list-style-type: none"> <li>■ Identify grant and foundation sources that share/support SJCLT’s mission and vision.</li> </ul>	<ul style="list-style-type: none"> <li>■ Double grant and foundation sources providing support</li> </ul>
<b>7C. Build income from the real estate portfolio via a steady development pipeline.</b>	<ul style="list-style-type: none"> <li>■ In 2020, add 10 new construction units</li> <li>■ Develop new Homebuyer Initiated transaction by end of 2019/2020 fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>■ Update ground lease fee schedule</li> <li>■ By 2022, we have at least \$6,000 annual income from ground lease fees (10 single family houses)</li> <li>■ Pilot Homebuyer Initiated program with 1 or 2 test transaction and modify program as needed</li> <li>■ Full roll-out of Homebuyer Initiated program upon successful pilot transactions</li> </ul>

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<b>7D. Community Support.</b>	<ul style="list-style-type: none"> <li>■ Increase the number of community members who support the CLT.</li> <li>■ Develop the “community case for support”</li> </ul>	<ul style="list-style-type: none"> <li>■ Seek out opportunities to present information about SJCLT and its programs</li> <li>■ Use quarterly or more frequent Shout Out Newsletters to keep community informed about SJCLT programs and plans</li> </ul>
<b>7E. Cultivate relationships with the business community for sponsorships and support.</b>	<ul style="list-style-type: none"> <li>■ Develop the “business case” for support</li> <li>■ Present at Chambers of Commerce</li> <li>■ Present at local Realtors association.</li> </ul>	<ul style="list-style-type: none"> <li>■ Schedule overview and periodic follow up meetings with business groups including Chamber of Commerce, realtor groups and other key business organizations</li> </ul>

### VII. Financial and Risk Analysis

A 3-year financial projection is provided in the Appendix. This analysis represents a somewhat conservative estimate of growth potential from projects. The Action Plan process currently underway stemming from the *South Shore Region Housing Needs and Opportunities* study may provide opportunities that are not reflected here. On the other hand, the Action Plan process may not present significant opportunities for Saint Joseph CLT or there may be unexpected delays or costs that negatively impact the financial analysis. To partially mitigate the downside risk the Board has developed an operating reserve equal to the annual operating budget.

### VIII. Appendix

#### A. 3 Year Financial Projections

#### B. Board of Directors Composition and Recruitment

**APPENDIX A**  
**3 Year Financial Projections**

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<b>3 Year Financial Projections</b>			
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>Surplus from Prior Year</b>	0	\$ 45,943	\$ -
<b>Net Low/Mod Ownership Revenue</b>	\$ -	\$ 50,000	\$ 100,000
<b>Net Low-Income Rental Revenue</b>	\$ 141,500	\$ 50,000	\$ 55,000
<b>Operating Revenues</b>			
Annual Subscription Fee	\$ -	\$ 50	\$ 100
Donations--Unrestricted			
Donations-Corporate	\$ 2,000	\$ 5,000	\$ 10,000
Donations-Individual	\$ 1,500	\$ 3,000	\$ 6,000
Project Specific Donations			
Motel to Home	\$ 500	\$ 5,000	\$ 6,000
Housing Fund	\$ 5,000	\$ 10,000	\$ 20,000
Emergency Loan Fund	\$ 25	\$ 1,200	\$ 2,400
Grants			
CCHD Grant	\$ 75,000	\$ 75,000	\$ 75,000
Other Grants	\$ 62,625	\$ 75,000	\$ 150,000
Ground Lease Fees	\$ 600	\$ 2,400	\$ 4,800
Interest Income	\$ 100	\$ 500	\$ 1,000
Membership Dues--New			
Business	\$ 400	\$ 600	\$ 1,200
Regular	\$ 250	\$ 400	\$ 800
Membership Dues--Renewal			
Business	\$ 1,100	\$ 1,700	\$ 2,900
Regular	\$ 1,600	\$ 2,300	\$ 5,000
<b>Total Revenue</b>	<b>\$ 292,200</b>	<b>\$ 328,093</b>	<b>\$ 440,200</b>
<b>Expenses</b>			
Rent & Occupancy	\$ 3,000	\$ 7,000	\$ 10,000
Accounting Services	\$ 500	\$ 2,500	\$ 4,000
Bookkeeping Services	\$ 1,800	\$ 2,400	\$ 3,500
Dues & Subscriptions	\$ 600	\$ 1,000	\$ 1,500
Government Fees	\$ 125	\$ 250	\$ 500
Insurance	\$ 2,000	\$ 5,000	\$ 6,000
Legal Fees	\$ 1,000	\$ 5,000	\$ 10,000
Marketing/Advertising	\$ 3,500	\$ 5,000	\$ 7,500
Office Supplies/Equipment	\$ 1,800	\$ 5,000	\$ 9,500
Postage & Delivery	\$ 280	\$ 500	\$ 1,000
Payroll Related Expenses	\$ 10,000	\$ 20,000	\$ 75,000
Salaries			
Executive Director	\$ 64,500	\$ 75,000	\$ 85,000
Office Staff	\$ 20,000	\$ 75,000	\$ 200,000
Telephone	\$ 545	\$ 600	\$ 1,200
Internet Expenses	\$ 725	\$ 1,000	\$ 1,250
Website Expenses	\$ 1,000	\$ 1,250	\$ 1,500
Training & Conference Fees	\$ 900	\$ 3,000	\$ 10,000
Travel & Mileage	\$ 500	\$ 5,000	\$ 10,000
Business Plan Development	\$ 9,000	\$ -	\$ -
<b>Total Operating Expenses</b>	<b>\$ 121,775</b>	<b>\$ 214,500</b>	<b>\$ 437,450</b>
<b>Net Revenue</b>	<b>\$ 170,425</b>	<b>\$ 113,593</b>	<b>\$ 2,750</b>
<b>Operating Reserve</b>	<b>\$ 114,482</b>	<b>\$ 70,000</b>	<b>\$ 2,750</b>
<b>Revolving Acquisition/ Predevelopment Fund</b>	<b>\$ 10,000</b>	<b>\$ 43,593</b>	<b>\$ -</b>
<b>Surplus</b>	<b>\$ 45,943</b>	<b>\$ -</b>	<b>\$ -</b>

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<b>Low Income Rental Units</b>	<b>76</b>	<b>76</b>	<b>90</b>
<b>Low/Mod Income Ownership Units</b>	<b>1</b>	<b>5</b>	<b>10</b>
<b>Staffing (FTEs)</b>	<b>1.5</b>	<b>2</b>	<b>3</b>

**APPENDIX B**

**Board of Directors Composition and Recruitment**

# Saint Joseph Community Land Trust 2020 Business Plan

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## Board of Directors Composition & Recruitment (Suggested amendments in italics)

### I. Relevant By-Law Provisions:

Article III. Number of Directors. Except for the initial Board in the Certificates of Incorporation, the Board of Directors shall consist of six Directors.

**[ Consider flexibility, e.g. ]** *The authorized number of voting directors of the Corporation (“Directors”) shall be no less than six (6) and no greater than ten (10) as determined from time to time by resolution of the Board. The authorized number of Directors, whether fixed or subject to a minimum and maximum number of Directors, may be changed by an amendment to these Bylaws which is approved by the Board.*

Article III. Composition of the Board of Directors. There shall be three categories of Directors, each consisting of two directors (one from California and one from Nevada) as follows:

1. *Lessee Representatives.* These representatives shall represent Lessee Members and shall represent low-income Regular Members. In addition, all the Lessee Representatives must meet one of the following criterial so that at least one-third of the Directors meet one or more of the following criteria:
  - a. The Director is a resident of a low-income neighborhood;
  - b. The Director is a low-income resident of the Service Area; or
  - c. The Director is an elective representative of a low-income neighborhood organization.

**[Currently Lessee nominations must come from Lessee members—consider nominations from general membership. Also, consider priority for beneficiary of SJCLT programs and having only two membership categories with equal members from CA and NV]**

2. *General Representatives.* These representatives shall represent General Members and Regular Members who have special needs.
3. *Supporting Representatives.* These representatives shall represent the Regular Membership.

No more than one-third of the entire Board of Directors may be representatives of the public sector.

**[ Consider Low & Moderate-Income Representative with Priority for Low-Income e.g]**

1. *Low and Moderate-Income Representatives.* At least one-third (1/3) of the Directors shall be either (i) low-income residents of a community in which the Corporation owns real property or (ii) residents of low-income neighborhoods in the Service Area, (iii) elected or appointed representative of organization representing a low-income neighborhood organization or (iv) a person, eighteen years or older, who lease land or rent a unit from the Corporation or who lease or own housing that is located on land leased by another entity from the Corporation. Priority consideration shall be given to recruiting candidates that lease land or rent a unit from the Corporation’s projects. The remaining Directors shall be public supporters of the Corporation from government or non-profit agencies or the public-at-large. Only after all reasonable efforts have been made and no qualified low-income representatives can be found, moderate-income representatives may be recruited to fill low-income Board vacancies. In each case there shall be an equal number of representatives from California and Nevada.

### II. Current Board Composition: [ Update ]

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	Low Income Resident	Resident of Low-Income Neighborhood	Persons Who Lease Land/Rent From SJCLT	Public Sector	General Public/ Other
<b>Required</b>	<b>1/3 of Board</b>			<b>No more than 1/3 of Board</b>	<b>Remainder</b>
<b>Member</b>					
Lyn Barnett	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jesse Walker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MaryAnne Brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Karen Fink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frances Alling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allan Bisbee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### III. Recruiting for Vacancies and Additional Members:

**Criteria:** Ensuring that the Board composition complies with the By-Laws is the most important criteria. Additional criteria would include:

- *Identify Gaps:* The first step would be to identify the skill sets already represented by the Board. Below is a grid showing the core skill sets for the SJCLT. By mapping existing Board members to these skill sets we can identify gaps that would help the SJCLT target prospective new Board members. Skill sets that aren't covered by current Board membership would represent areas to focus Board recruitment efforts. An additional consideration would be immediacy of need.
- *Map Each Board Member To Skills Brought:* **[review for SJCLT—other desired skills?]**

Skills	Fundraising & Community Outreach	RE Land Use Law	Site Acquisition	Site Development	Construction & Mortgage Financing	Marketing/ Homeowner Selection	Stewardship
Member							
Lyn Barnett	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jesse Walker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MaryAnne Brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Karen Fink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frances Alling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allan Bisbee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Saint Joseph Community Land Trust 2020 Business Plan

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	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						

- *Ensure Diversity:* In addition to income diversity, ensuring that Board composition reflects the SJCLT community would also be consistent with the Community Land Trust model.
- *Others:* The Board may also develop additional criteria consistent with the SJCLT business model and strategy.