



AGENDA

CALIFORNIA COMMUNITY LAND TRUST NETWORK ANNUAL MEETING OF MEMBERS & CONCURRENT BOARD OF DIRECTORS MEETING 9:30a– 11:00p,

360 14th St. Oakland CA

In Person and via video conference.

To join via video

<https://meet.jit.si/cacltn>

Access Code: 20Perpetuity20

To join by phone instead, tap this: +1.512.402.2718,,576641080#

(or dial the number then enter just the access code)

See other meeting dial-in numbers: <https://meet.jit.si/static/dialInInfo.html?room=cacltn>

If also accessing in web browser and want to dial-in through a phone for audio, join the web conference without connecting to computer audio by using this link: <https://meet.jit.si/cacltn#config.startSilent=true>

BOARD CALL TO ORDER

9:30a

ROLL CALL BOARD

PRESIDENT:	IAN WINTERS
VICE PRESIDENT:	ARIANNE DAR
TREASURER:	BRUCE WOLFE
SECRETARY	JEN COLLINS
BOARD MEMBER	LESLIE EZEH
BOARD MEMBER	OFELIA BELLO
BOARD MEMBER	JEAN DIAZ

BOARD BUSINESS (if needed)

1. *MINUTES OF Jan 15th, 2020*
RECOMMENDED ACTION:

Approve minutes of Jan 15th, 2020

2. **DISCUSSION AND VOTE BYLAW AMENDMENTS** (if needed)
3. **PROPOSED 2020 OPERATING BUDGET** (if needed)

START OF MEMBERSHIP MEETING

ROLL CALL OF MEMBERS

Roll call of each member organization's designated representative.

ADDITIONS AND DELETIONS TO THE AGENDA

INTRODUCTIONS

Introductions of attending member representative and guests. Please keep to 30 seconds or less.

MEMBER COMMENTS

THE PRESIDENT OF THE CALIFORNIA COMMUNITY LAND TRUST NETWORK WILL CALL FOR MEMBER COMMENTS

Any Member may address the Board of the California Community Land Trust Network on items within the Board's subject matter jurisdiction, but which are not listed on the agenda during MEMBER COMMENTS. However, no action may be taken on matters that are not part of the posted agenda. MEMBER COMMENTS are scheduled for 15 minutes and should be limited to three minutes per person.

MEMBERSHIP MEETING AGENDA:

1. **BOARD REPORT TO THE MEMBERSHIP** **10mn**
2. **FINANCE REPORT** **10mn**
3. **NOMINATIONS FOR BOARD OF DIRECTORS** **15mn**
 - a) Last call for nominations. Currently 4 members have expiring terms.
 - b) Introduction of board nominees and statements by candidates

Current board members with remaining 1yr term:

Jen Collins	OakCLT (Oakland Community Land Trust)
Leslie Ezeh	Beverly-Vermont CLT (Los Angeles)
Ofelia Bello	PAHALI (East Palo Alto)

4. **DISCUSSION, VOTE ON PROPOSED BYLAW AMENDMENTS** **15mn**
(see attached report for details and proposed language) 2/3rds majority to pass

- a. Provision for limited board decision via electronic meeting
- b. Provision for a non-voting supporting member category for partner organizations and supportive individuals

5. **SETTING OF ANNUAL DUES FOR 2020-21 (Roll-call vote) 5mn**

RECOMMENDED ACTION(S):

Set Annual Dues at the same level as in 2019:

REGULAR MEMBERS

under \$50,000 in revenue	\$50.00
\$50,000 - \$100,000	\$75.00
\$100,000 - \$200,000	\$100.00
\$200,000 - \$500,000	\$150.00
Over \$500,000	\$200.00

addition of a non-voting supporting member category (subject to bylaws approval)

SUPPORTING MEMBERS (non-voting)

Individuals	\$50.00
Organizations	\$200.00

6. **ELECTION OF BOARD OF DIRECTORS (vote for 4) 5mn**

RECOMMENDED ACTION(S):

Each organization to vote for a minimum of 4 board members from eligible Member Representatives nominated for a board of 7 members.

7. **DISCUSSION OF 2020-2021 OPERATING PLAN 20mn**

RECOMMENDED ACTION(S):

Discuss and provide policy feedback to board and strategic planning committee on the draft operating and staffing plan developed through regional meeting discussions, and adaptation of the CZI proposal

8. **DISCUSSION OF ALL OTHER MATTERS PERTAINING TO THE CORPORATION**

RECOMMENDED ACTION:

Provide policy direction on activities of the Corporation.

MEMBERSHIP MEETING ADJOURNS

8. **ELECTION OF OFFICERS BY THE BOARD**

RECOMMENDED ACTION(S):

Board to elect new officers prior to closing of meeting

BOARD COMMENTS

BOARD MEETING ADJOURNS

ITEM 1: BOARD'S REPORT TO THE MEMBERSHIP

Report to be provided

ITEM 2: TREASURERS REPORT

Report to be provided

The California Community Land Trust Network, Inc

2018 Financial Statements as of 12/31/18

STATEMENT OF ACTIVITY FOR YEAR 2018

PUBLIC SUPPORT AND REVENUE	Unrestricted	Restricted	<i>In Kind labor by members</i>
Membership contributions	\$ 1,450		
Program Revenue (conference)	\$ 952		
Individual contributions			
Grants		\$ 16,500	
Membership in-kind labor			\$ 60,900
Total Public Support	\$ 2,402	\$ 16,500	\$ 60,900
NET ASSETS RELEASED FROM RESTRICTION			
Satisfaction of grant conditions	\$ 16,500	\$ (16,500)	
TOTAL PUBLIC SUPPORT AND REVENUE	\$ 18,902	\$ -	\$ 60,900
EXPENSES			
Program Services - conference	\$ 4,241		\$ 16,500
Program Services - policy committee	\$ 72		\$ 38,400
Management and Administration	\$ 704		\$ 6,000
Total Expenses	\$ 5,017	\$ -	\$ 60,900
CHANGE IN NET ASSETS	\$ 13,885		

The California Community Land Trust Network, Inc

2018 Financial Statements as of 12/31/18

Statement of Financial Position

ASSETS

Current Assets

Cash and Cash Equivalents	\$	13,885
Accounts Receivable	\$	-
Total Current Assets	\$	13,885

Fixed Assets	\$	-
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TOTAL ASSETS	\$	13,885
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LIABILITIES

Current Liabilities

Accounts Payable	\$	-
Total Current Liabilities	\$	-

Long-Term Liabilities	\$	-
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TOTAL LIABILITIES	\$	-
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NET ASSETS

Net assets without restriction	\$	13,885
Net assets with restriction	\$	-
Total net assets	\$	13,885

TOTAL LIABILITIES AND NET ASSETS	\$	13,885
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2020 CA CLT Network Budget - W CZI and other start-up funding

funds carried
forward \$ 13,885

PUBLIC SUPPORT AND REVENUE	Unrestricted	Restricted	In Kind labor by members
Membership contributions	\$ 2,000		
Program Revenue (conference)	\$ 2,000		
Individual contributions and corporate support	\$ 9,000		
Grants (CZI)	\$ 135,000		
Grants (CCHD, Ahead and others)		\$ 35,000	
Membership in-kind labor			\$ 68,000
Total Public Support	\$ 148,000	\$ 35,000	\$ 68,000
NET ASSETS RELEASED FROM RESTRICTION			
Satisfaction of grant conditions	\$ 35,000	\$ (35,000)	
TOTAL PUBLIC SUPPORT AND REVENUE	\$ 183,000	\$ -	\$ 68,000

EXPENSES

Program Services - outreach/advocacy-conference	\$ 18,600		\$ 8,000
Program Services - outreach/advocacy general	\$ 2,500		\$ 8,000
Program services - education and academy	\$ 38,500		\$ 10,000
Program Services - policy and legal tools	\$ 32,300		\$ 32,000
Program Services - Acquisition Fund and Finance	\$ 22,000		\$ 10,000
Management and Admin : overhead	\$ 28,600		
Management and Administration:	\$ 17,500		\$ -
Total Expenses	\$ 160,000	\$ -	\$ 68,000

CHANGE IN NET ASSETS \$ 23,000

Deposit to Operating reserve \$ 23,000

Net \$ -
net cash end of \$ 36,885

Assumes funding of 1 FTE staff for program services

Assumes initial year request of 135K, with 18-24 mo forward commitment, secondary data gathering support and 10% operating reserve.

2021 CA CLT Network Budget

funds carried forv \$ 36,885

	Unrestricted	Restricted	In Kind labor by members
PUBLIC SUPPORT AND REVENUE			
Membership contributions	\$ 2,000		
Program Revenue (conference)	\$ 2,000		
Individual contributions and conference sponsorship	\$ 5,000		
Grants (CZI)	\$ 260,000		
Grants CCHD, Ahead and others		\$ 80,000	
Membership in-kind labor			\$ 68,000
Total Public Support	\$ 269,000	\$ 80,000	\$ 68,000
 NET ASSETS RELEASED FROM RESTRICTION			
Satisfaction of grant conditions	\$ 80,000	\$ (80,000)	
 TOTAL PUBLIC SUPPORT AND REVENUE	\$ 349,000	\$ -	\$ 68,000
 EXPENSES			
Program Services - outreach/advocacy- conference	\$ 29,500		\$ 12,000
Program Services - outreach/advocacy general	\$ 25,100		\$ 8,000
Program services - education and academy	\$ 84,000		
Program Services - policy and legal tools	\$ 57,400		\$ 48,000
Program Services - Acquisition Fund and Finance	\$ 51,000		
Management and Admin : overhead (insurance, office exp and occupancy, audit etc)	\$ 53,000		
Management and Administration: staffing	\$ 36,000		\$ -
 Total Expenses	\$ 336,000	\$ -	\$ 68,000
 CHANGE IN NET ASSETS	\$ 13,000		
 Deposit to Operating reserve	\$ 23,000		
 Net	\$ (10,000)		
net cash on hand	\$ 59,885		

Assumes funding of 2 FTE staff for program services (.5 FTE per program area, plus annualized conference staffing at .1 FTE / 408 hrs)

Assumes 2nd year request of 260K, , and 10% operating reserve, and support for data gathering

CA CLT Network 2020 detailed budget

CZI Capacity Building grant budget - 1 FTE - YEAR 1

INCOME

	Cash	In Kind	notes
Membership dues	\$ 2,000		anticipated
Program Revenue (conference)	\$ 2,000		anticipated
Grants and sponsorships	\$ 9,000		GSN support confirmed, additional sponsorship requests expected
CZI request	\$135,000		confirmed
Additional capacity building grants	\$ 35,000		Planned CCHD application for 2020-21 year (following up on their start-up grant, citibank, and other requests)
Membership in-kind labor		\$ 68,000	confirmed
Total Income	\$183,000	\$ 68,000	

EXPENSES

ANNUAL CONFERENCE COSTS			
.1 FTE plus member (in kind)	7000	8000	staffing ended up directed to short term help
venue	1500		
food	2300		
travel stipends and scholarships	2000		
facilitation	1500		
simultaneous translation	4300		
subtotal 2020 Conference	18600	8000	
PROGRAM AREA DETAILED COSTS			
EDUCATION, LEADERSHIP DEVELOPMENT AND CA CLT ACADEMY			
Staffing (.25 FTE)	17500	10000	assumes .5 FTE staff person, inc taxes, benefits), 200 hours of donated member labor for peer review and development of material.
Outreach and curriculum development (web/in person)	10000		contract development of outreach materials, web and in person curriculum materials, data and IT consulting as needed
workshop site rental and travel costs	4000		site costs for 4 on-site academy trainings for member orgs. 2 north, 2 south.
stipends for emerging org participation	3000		500 per org stipend support for attendance at trainings for up to 6 orgs
Facilitator stipends	4000		stipends for peer subject matter experts 2 per training
subtotal education and CLT academy	38500	10000	
POLICY INNOVATION AND LEGAL TOOLS DEVELOPMENT			
Staffing (.25 FTE) paid, plus member	17500	32000	.4 FTE paid staff, plus member time of 2hrs /wk time 48 weeks.

CA CLT Network

CZI Capacity Building grant budget - YEAR 2 (2021)

INCOME

	Cash	In Kind	notes
Membership dues	\$ 2,000		typical annual amount. Confirmed but not yet collected
Program Revenue (conference)	\$ 2,000		anticipated
Grants and sponsorships (conference)	\$ 15,000		GSN support confirmed, additional sponsorship requests expected
CZI request	\$260,000		confirmed
Additional capacity building grants	\$ 80,000		Planned CCHD application for 2020 year (following up on their start-up grant, and planned 2020 Ahead request)
Membership in-kind labor		\$ 68,000	confirmed
Total Income	\$359,000	\$ 68,000	

EXPENSES

ANNUAL CONFERENCE COSTS			
.2 FTE plus member (in kind)	10000	8000	
venue	2500		
food	3500		
travel stipends	4000		
facilitation and training	5000		
simultaneous translation	4500		
subtotal 2019 Conference	29500	8000	
PROGRAM AREA DETAILED COSTS			
EDUCATION, LEADERSHIP DEVELOPMENT AND CA CLT ACADEMY			
Staffing (.5 FTE)	45000	10000	assumes .5 FTE staff person, inc taxes, benefits), 200 hours of donated member labor for peer review and development of material.
Outreach and curriculum development (web/in person)	18000		contract development of outreach materials, web and in person curriculum materials, data support, and IT consulting as needed
workshop site rental and travel costs	6000		site costs for 4 on-site academy trainings for member orgs. 2 north, 2 south.
stipends for emerging org participation	6000		1000 per org stipend support for attendance at trainings for up to 6 orgs
Facilitator stipends	9000		stipends for peer subject matter experts 3 per training
subtotal education and CLT academy	84000	10000	
POLICY INNOVATION AND LEGAL TOOLS DEVELOPMENT			
Staffing (.4 FTE) paid, plus member	36000	32000	.4 FTE paid staff, plus member time of 2hrs /wk time 48 weeks.

ITEM 3: BOARD OF DIRECTORS NOMINATIONS

Ian Winters

NCLT

Executive Director, Northern CA Land Trust

Ian has nearly 20 years experience in the CLT community as a board or staff member, and has been a CLT cooperative owner-resident since 1998. He has served as NCLT's Executive Director since 2003, and overseen the doubling of NCLT's portfolio in that time, served as a founding board member of the National CLT Network and helped launch NCLT's collaborative education program.

I would like to continue working on the CACL T Network board as we enter an exciting time for the CLT community in California, despite the tremendous challenges facing all of our communities.

ADDITIONAL NOMINATIONS PENDING

ORG, TITLE **ORG NAME**

Bio: Pending.

Candidate statement: Pending.

FLOOR NOMINATION **ORG NAME**
ORG, TITLE

Bio: Pending.

Candidate statement: Pending.

2020-21 California CLT Network Board Call for Nominations

The CA CLT Network is comprised of our member Community Land Trusts, and relies on all of us as members to help keep the network growing and to thrive. Even though the coming year brings the prospect of staffing and support thanks to the start-up funds we now have, the participation of all of us as members remains essential to our work. We estimate that all of us as members contributed the equivalent of between \$60,000 to \$70,000 worth of time to the Network between work on the Policy Committee, Events, Fundraising and Board activities.

Each board member serves for a 2 year term, with approximately half of board terms expiring in any given year.

Currently our board is 7 members, and if capacity allows may increase that number to 9.

We have 4 members with expiring terms: Arianne Dar (Bolinias); Jean Diaz (St. Joe); Ian Winters (NCLT); and Bruce Wolfe (SFCLT)). We have 3 members with an additional year as part of their terms: Ofelia Bello(PAHALI), Jen Collins (oakCLT), and Leslie Ezeh (BVCLT). Of members with expiring terms Ian has agreed to run for 2nd term, and Arianne, Jean and Bruce have decided to not run for an additional term.

Any Member Organization or Representative may nominate a Member Representative for a seat on the board, and elections for the 4 vacant seats on the board will be made from those nominees at the membership meeting.

We will try to keep this survey page updated with a list of nominees to date.

Current nominees :

Key Board Member Qualifications and time commitments:

* A Board Member serves as their member organization's "Member Representative" to the Network, as well as a board member. Our bylaws call for Board members to be drawn from the "Member Representatives", i.e they also serve as the Member Organization's designated voting representative to the Network. All of us have very different structures and this each member has its own process to determine their Member Representative. The core requirement is that they should be someone designated by the organization as having a primary leadership role, with the authority to speak and vote on behalf of their organization.

* Our bylaws and goals are for a culturally and racially diverse balance of board members, who are also drawn from various regions of the state, as well as representing a balance between well established and emerging organizations.

* Board members serve a two year term, and may stand for election for additional terms.



ITEM 4: PROPOSED BYLAW AMENDMENTS

FROM: CA CLT Network 2019 Board

TO: California CLT Network Membership

BACKGROUND: After a first full year of operation as a working board of directors we have identified a number of bylaws provisions that we recommend amendment in order to make operation of the organization more effective, and/or based on requests of membership.

Amendment of the bylaws requires a 2/3rds vote of the membership present at a Membership meeting with a quorum and a vote of 2/3rds of the entire Board of Directors.

We are recommending the adoption of the following amendments to the Bylaws:

Amendment of Article II: Membership to provide for a non-statutory, non-voting “Supporting Membership” category.

1) **Article II, Section 1: Regular Membership** is amended to add the following sentence: “For the purposes of this section a Community Land Trust shall be a non-profit organization that, as a minimum, has adopted bylaws consistent with the goals and practices of the Community Land Trust movement.”

2) **Article II: Membership** is amended to add the following section creating a Supporting Member Class as Section 7 of Article II.

II. 7. Supporting Membership. Supporting memberships are a non-voting, non-statutory category open to individuals and organizations that are supporters of the Community Land Trust movement in California but not otherwise affiliated with a Regular Member and are not organized as a Community Land Trust.

II.7.1 Requirements of Continuing Supporting Membership. To maintain Supporting Membership the Supporting Member shall have paid Supporting Member dues for the applicable calendar year.

II.7.2 Supporting Membership Dues. Initial annual dues effective for the 2020 calendar year for Supporting Members shall be \$50.00 for individual Supporting Members and \$200.00 for organizations that are Supporting Members. Dues shall be assessed for each subsequent calendar year by affirmative vote of a majority of the Representatives present and voting at the Annual Meeting preceding that year. If no such action is taken to assess dues in a given year, the dues for the that year shall be as established for the previous year.

II.7.3. Rights of Supporting Members. Supporting Members shall have discounted access to conferences, workshops, webinars and similar events sponsored by the Corporation. Supporting Members shall also be entitled to receive any newsletters, whitepapers and similar publications that may be produced by the Corporation. Supporting Members shall have no rights to nominate, vote for or serve on the board of the Corporation.

Amendment 2) AMEND “ARTICLE II I: Sec 10 Procedures for Meetings of the Board of Directors” through the addition of Section 10.6 and 10.7 as follows:

Section 10.6 Provisions for Electronic Meetings

Any meeting may be held by conference telephone, video screen communication, or other communications equipment permitted by the California Code, as long as all directors participating in the meeting can communicate with one another and all other requirements of the Code are satisfied. All such directors shall be deemed to be present in person at such meeting.

Section 10.7 Action by unanimous written consent

Subject to the provisions of the California Corporations Code and the limitations listed in 10.7.1 below, the Board of Directors may take any required or permitted action via unanimous written consent without a meeting, if all members of the Board shall individually or collectively consent in writing (including electronic mail) to such action.

10.7.1 Limitations on action: Consents must be provided within a 72 hour time-frame of the initial request or motion. If all responses are not received within that time frame the action will be deemed to have failed.

The board may not appoint or remove board members, elect officers, approve bylaw amendments, or take actions leading to dissolution without a meeting.

10.7.2 Such written consent or consents shall be filed with the minutes of the proceedings of the Board. Such action by written consent shall have the same force and effect as the unanimous vote of such directors.

For purposes of section 10.7 only, "all members of the Board" does not include any "interested directors" as defined in Section 5233 of the California Code.”

ITEM 5: ANNUAL DUES

The Dues schedule for 2020 -2021 is proposed to remain the same as in 2019.

REGULAR MEMBERS

under \$50,000 in revenue	\$50.00
\$50,000 - \$100,000	\$75.00
\$100,000 - \$200,000	\$100.00
\$200,000 - \$500,000	\$150.00
Over \$500,000	\$200.00

SUPPORTING MEMBERS (non-voting)

Individuals	\$50.00
Organizations	\$200.00

ITEM 7: 2020 OPERATION/ IMPLEMENTATION PLAN

See attached CZI operations plan and discussion



California
Community
Land Trust
Network

Perpetual Home Affordability-Stewardship-Community Control

From: The California CLT Network

Bay Area CLT

To: The Chan-Zuckerberg Initiative

Bolinas Community
Land Trust

Dear CZI Team,

Beverly-Vermont
Community Land Trust

Thanks so much for taking the time to review our preliminary proposal seeking support for the Network's four priorities in the coming year. We have developed those priorities into a full proposal and look forward to discussing with your team in August.

CLAM (Community
Land Trust of West
Marin)

Chan Zuckerberg Initiative Funding Proposal

Irvine Community Land
Trust

PART I: Organization and Capacity

LA EcoVillage

The California Community Land Trust Network (CACLTN) is a 501(c)3 membership organization formed by and for Community Land Trusts (CLTs) throughout the state of California. The CACLTN was formed in 2012 as a grassroots association of Community Land Trusts, in order to advance permanent affordability through the CLT and LEHC models and support the work of our member organizations. We formally incorporated as a 501(c)3 non-profit organization in 2018, and received our non-profit status in May 2018.

Northern California
Land Trust

OakCLT

PAHALI (Preserving
Affordable Housing
Assets Longterm, Inc)

CACLTN's mission is to support and promote both existing and emerging Community Land Trusts in California to develop and steward resident and community controlled permanently affordable housing and community facilities. We do this through our work in education and leadership development, advocacy and community building, policy work, and the development of a CLT acquisition fund.

San Diego Community
Land Trust

San Francisco
Community Land Trust

Housing Land Trust of
Sonoma County

Through the in-kind support of our member organizations and their communities we have a multi-year track record as the voice of California's CLT and LEHC communities to policy makers statewide and as a source of support and peer-to-peer assistance to our members.

T.R.U.S.T. South LA

CACLTN's membership includes a diverse group of organizations that span California from Humboldt in the north to San Diego in the south, along with dozens of cities and counties in between. All share a common mission of utilizing and leveraging the CLT as an inclusive tool for their culturally, racially, and educationally diverse low-income communities to take leadership in meeting our shared crisis of affordability and advancing a more equitable model of access to housing. Some are rural, some urban. Some focus on single-family homeownership for working families who are being displaced from the increasingly wealthy areas where they live. Others operate in markets where the primary need is to preserve affordable rental housing for extremely low income people at severe risk of becoming homeless. Still others focus on land as a community resource, and incorporate the need for preservation of open space for cultural expression and food production for the

communities they serve. All share the CLT tripartite board system that includes residents and community members to ensure that the majority of CLT leadership is comprised of residents and community members. A key part of our network's role is to help support an inclusive CLT culture of self-study, data gathering and community knowledge so that we better understand our organizations, where they excel and where we can improve – especially around reducing unseen barriers to participation around class, race and language.

Our recent member survey shows that our members collectively steward over 800 permanently affordable homes and community facilities for thousands of Californians, and preserve over \$220,000,000 of community assets and are growing rapidly. CLTs are an essential part of solving California's affordability crisis in perpetuity through democratic, community and resident controlled means. With more than 20 established and emerging organizational members California's CLTs are poised to grow by an order of magnitude in the next 5 years with over 900 new units already in process and nearly 1300 units planned but pending funding availability.

Developing staff capacity to formalize this support network, create shared acquisition funding, and support our policy program is the key goal for CACLTN.

Leadership:

CACLTN is organized as a membership organization of Community Land Trusts with each CLT supplying one organization representative from their senior leadership team. CACLTN is led by a seven member board of directors elected for a two-year term by the member CLT's.

Executive leadership is provided by the Board and board officers, with day to day delegation of tasks to members of our various committees (such as our policy committee or event planning). Appointment of Board members, bylaws amendments, and membership levies require a vote of the membership, planned for an annual membership meeting.

Current board members include:

Ofelia Bello	President, PAHALI Board of Directors
Jen Collins*, Secretary	OakCLT, Operations & Stewardship Manager
Arianne Dar, Vice President	Bolinas CLT Executive Director
Jean Diaz	San Diego CLT Executive Director
Leslie Ezeh*	Beverly Vermont CLT Board Member
Ian Winters*, President	Northern CA CLT Executive Director
Bruce Wolfe, Treasurer	President, SF CLT Board of directors

**denotes member is a CLT resident*

Staffing: We seek to develop an initial paid staff capacity of at least 2 FTE with longer term growth as needed. Currently staffing is entirely volunteer through the in-kind support of members through both organizational and individual members of the board and policy committee. Cumulatively our estimate is that it is the equivalent of between 1.5 to 2 FTE per year. This obviously creates something of a barrier, as there is no designated or paid staff person (s) whose primary responsibility is to the work of the network. Nevertheless, we have been able to accomplish a great deal in

a few short years, and are hopeful that with funding for staff we can greatly increase our capacity and output.

About the CLT model and our communities:

What unites all of our members is their commitment to the communities in which they are rooted. The community land trust model is a flexible one, which allows our members to respond directly to the needs within their communities and creatively address the housing crisis as it affects their unique circumstances. By removing land and housing from the speculative market to create opportunities for community control, Community Land Trusts (CLTs) create permanent affordability and community stability by providing:

- Economic justice and housing equity through resident ownership and self-determination via creating ownership for **all**, not just the affluent;
- An inclusive tool for community led ownership for a variety of housing and real estate stock, including neighborhood mixed use, agricultural and conservation projects;
- A safe and reliable resident and community investment - research shows CLT stewardship means homeowners and projects have a default rate less than a 1/10th that of conventional projects;
- An effective community-led tool for community stabilization to resist displacement in the face of the dual threats of gentrification and climate change;
- An upstream solution to the problem of homelessness via preservation of affordable housing;
- Support for the production of new housing through community led methods.

While the primary work of the network is to serve our member organizations, on a broader level we serve the diverse communities served by our members, and our ultimate accountability is to these communities. In an era of communities facing displacement via racial and class divisions, gentrification, and climate change the need for the inclusive and equitable potential of the CLT movement to help secure land and housing for all of California's communities has never been greater.

PART II Project Details

Opportunity and request: The CLT movement in California and the CACLT Network have had tremendous success in the last five years bringing permanent housing affordability to the forefront of the housing discussion as well as demonstrating the ability for our modular community led approach to be rapidly scalable across thousands of communities suffering from the current affordability crisis. We have built successful relationships with policy makers, organizing groups, and civic leadership and are poised to help transform the housing crisis into a more just and sustainable California by supporting the growth of CLT's statewide.

To do this we critically need capacity building support to hire permanent organizational staff to support the work of our members. Our successes to date have been achieved on a volunteer basis through the in-kind support of our members. Support from CZI would allow us to provide the immediately needed staffing capacity to fully implement our core programs as CLT opportunities and solutions expand

rapidly past our ability to support on a solely volunteer basis. CZI's support leverages an estimated \$400,000+ of in-kind labor contributed by our members since our founding and supports the stewardship of the \$220,000,000 in community assets of our members.

Our request to CZI is for a 2-year \$395,000 program of funding that supports our ability to retain the best staffing possible from initial hiring to full programmatic implementation. The request is structured as \$135,000 initial startup grant, followed by \$260,000 grant for capacity building and implementation and a parallel request for support for our data gathering and analysis program. In order for funding to have the maximum impact we propose to structure the request over a 24 month period to allow time for additional philanthropic and civic leverage, and to provide the best possible chances for success.

In parallel with this request we plan to work with CZI to develop a statewide system of data integration that lowers that barriers to use of tools like home-keeper, and, aids existing and emerging CLT's to develop and share a robust and accurate data about their impact, effectiveness and diversity.

Implementation:

The development of paid staff capacity to support our membership's work is the key to implementation. Our current work is no longer sustainable on a volunteer basis without paid staff. Our high level implementation goals are as follows:

1. In the first 3 months we will implement a 1 FTE position focused on organizational start-up and developing the infrastructure and foundations for our statewide work on policy advocacy, the CLT academy (our technical support/education/peer-peer training program), and shared acquisition / development finance tools. We anticipate the initial staff person will be Sacramento based (or frequent visitor).
2. Within 6 months we anticipate an additional FTE (potentially split across 2 people) of staffing to support those tasks and the work of a growing organizational program across the state.

The work of these staff as well as the in-kind work of our members and board is spread across our programmatic areas as identified below.

The California CLT Academy (our flagship education and leadership development program) is centered on addressing the specific information and technical assistance needs which our members have, and which can only be adequately met by others within the field. We currently provide support on an as-needed, informal peer to peer basis.

Our goal is to expand our existing peer-peer technical assistance and educational programs into an integrated statewide CLT academy that delivers a range of in-person and online support options for our member organizations and residents. As part of the support we plan to develop with our members and legal partners a wide array of template materials, legal and project document models, and similar tools in a shared online resource library. The other key role for the Academy is to support and develop an ongoing program of research, data gathering and insight into the CLT model in California to inform our work and improve the effectiveness of our movement.

Policy work is currently accomplished through the work of the policy committee, a mixture of staff and board members of our member organizations. This committee is responsible for working directly with state legislators and their staff to enact policy that is favorable to CLTs. Over the past three years, we have succeeded in passing AB2818, which is aimed at changing the way in which our single-family homeowners are taxed on the land which is owned by a CLT. The previous system of taxation was unpredictable and in many cases created an undue burden to our homeowners. We are now supporting legislation which would clarify the implementation of 2818 and create tax relief for CLTs in the process of developing affordable housing on newly-acquired land. In addition, we are currently supporting equitable taxation policy for resident-controlled housing. The second key part of our policy program is building out a variety of materials aimed at educating lawmakers and their staff, potential funders, and the general public, in particular communities of color, as part of our broader goal of creating widespread knowledge and support for the CLT model.

Statewide CLT Acquisition and Development Fund

As the value of real estate in many areas of California increases to unprecedented levels, the acquisition of new properties for preservation is becoming more challenging and more expensive. One of the barriers CLTs face is limited access to financing for small site acquisition, projects for which funding through the LIHTC program is frequently not an option. When a property comes on the market, often a CLT has only a matter of weeks to put together a financing package to make an acquisition. Members currently developing projects estimate a shortage of acquisition funding of more than \$68MM in the 3-5 year time horizon for projects currently under consideration, meaning that acquisition funding serves as one of the key rate limiting factors for affordable CLT developments. This fund will provide assistance to member CLTs for acquisition, development and pre-development expenses. Having an acquisition fund that specifically addresses our members' needs, with a focus on small and emergent CLTs, would allow these CLTs to establish themselves and grow, thereby strengthening the overall visibility and success of our model.

Staff is needed to research, set up, and potentially administer this program, as well as to assist member CLTs to develop and implement local strategies for acquisition.

Budget: Please see the [attached summary and detailed budget](#) for 2019-2020 and 2020-21 program years.

Key Project Milestones:

- August 2019: Initial contract staff support in place for September conference, strategic planning and annual meeting. Scoping work on data tools begins.
- October 2019: Initial professional staffing in place; launch of policy information and resources section of our website. Target audience of policy program are legislative and community partners.
- Jan. 2020: Launch of initial CA CLT Academy program; policy and advocacy program in development. Development begins of acquisition fund. Our target audience expands to include members / residents of members along with emerging CLT's.
- April 2020: Full staffing in place to support 2020 legislative and policy season and related CLT, LEHC campaigns.

- July 2020: Development of statewide CLT and LEHC plain language model documents. CLT Academy in Spanish and English. 10 more CLT's launch.
- October 2020: pilot of statewide acquisition fund in process and launch of statewide capital funding campaign.
- July 2021: CLT capacity doubled statewide in terms of both organizations and units. Our goal - CLT's double the housing units in process to 4000.
- July 2023: CLT capacity doubled again. 4th year of Academy. A CLT in every county.

Risks:

As a membership organization (rather than direct developer of housing) that serves many diverse groups we must ensure that we remain relevant and useful to all of our members. The needs of an established CLT in an urban environment are very different from those of a rural CLT that is just getting started. Additionally, our members come from many different communities and represent a diversity of ethnic and cultural backgrounds, which influences and informs the work that they do. It is our job to ensure that our organization continues to be reflective, supportive, and inclusive of this diversity, and that our work continues to serve the many needs of our members which we do through 3 key commitments:

- A constant commitment to communication and feedback;
- Accessibility, both in terms of language and content;
- A diverse leadership drawn from our communities, with a focus on communities of color, with ties directly to residents from all over the state, and from very different communities. Three of our Board members are CLT residents.

In addition, as our acquisition fund develops in year 2 we will manage certain credit and market risks inherent in the real estate development cycle. These risks will be managed through responsible and independent community led underwriting and project assessment prior to any investment, along with the oversight of our board, membership and leadership team. Our members collectively have the experience of overseeing more than a thousand community development projects and offer a deep resource of financial and real estate expertise.

Thanks so much for your interest in our work and we look forward to continuing the discussion. Please feel free to reach out to any of us if you have questions.

All the best,

The 2019 California CLT Network Board of Directors

Ian Winters, President (NCLT)
Ariane Dar, Vice President (Bolinis CLT)
Jen Collins, Secretary (OakCLT)
Bruce Wolfe, Treasurer (SFCLT)
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