CLT Roles and Staffing Considerations

Effective oganizational growth centered in community values

March 21, 2023

California Community Land Trust Network

Perpetual Home Affordability-Stewardship-Community Control

When are new staff needed?

Growing from board/volunteer to first staff

Growing or expanding programs

New properties/property types/large projects

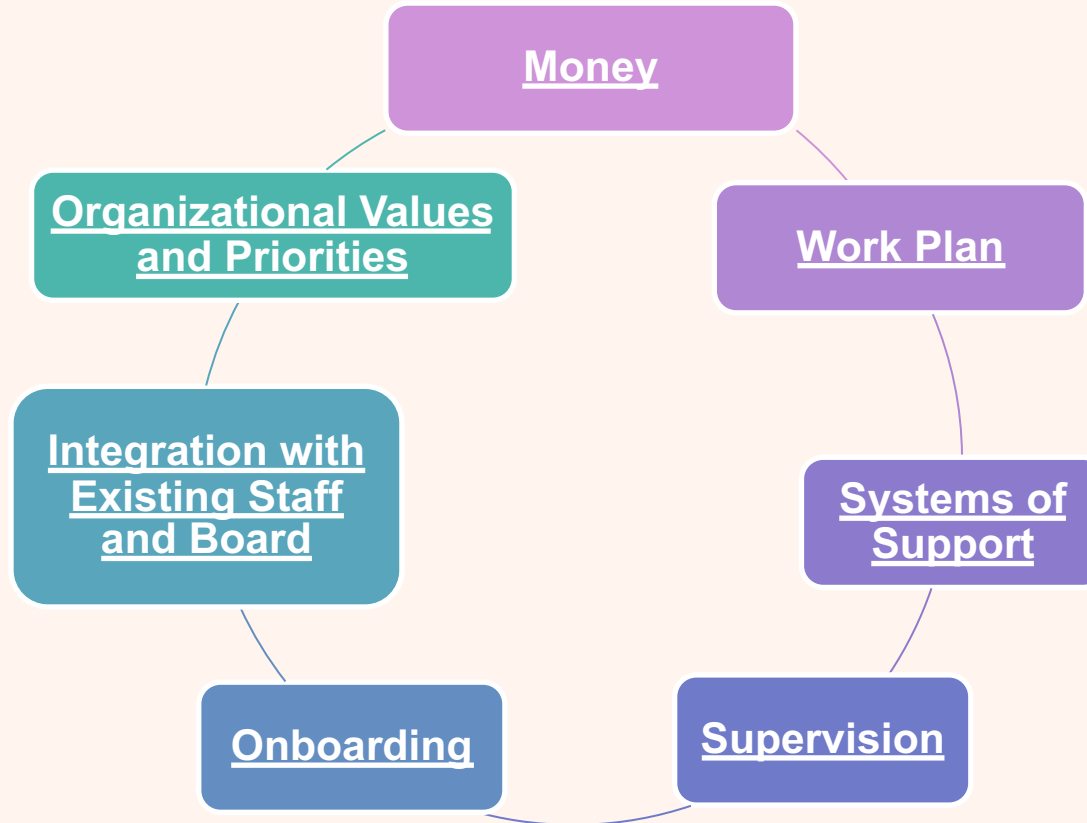**Current staff/volunteers not able to hold existing work**

Other needs identified

New staff can:

- Expand the ability to take on new projects
- Bring new ideas/expertise into the organization
- Support important programmatic work that isn't being adequately held due to capacity.

New staff usually <u>can't</u>:

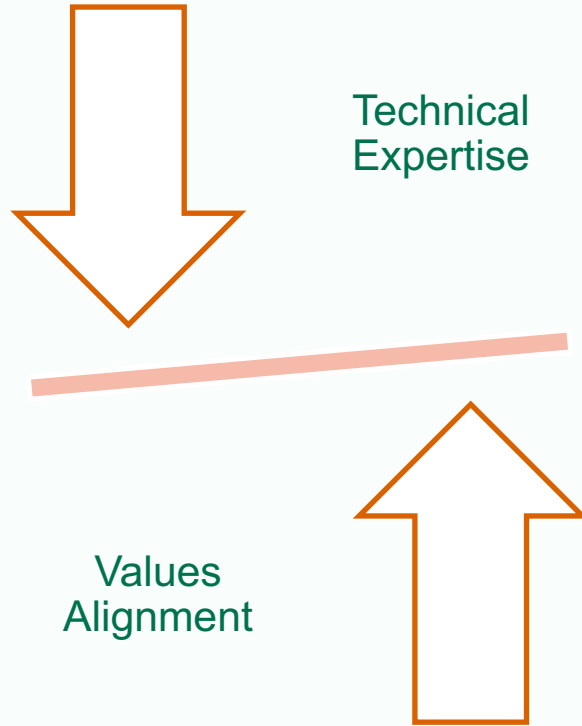- Solve issues of burnout or toxic/inequitable work culture

Considerations before hiring

Money

Work Plan

Systems of Support

Supervision

Onboarding

Integration with Existing Staff and Board

Organizational Values and Priorities

Considerations before hiring

Raise funds for organizational capacity

- What level of staffing can be supported?
- What are the priorities?

Property acquired

- What additional work?
- Can it be held by current staff?
- Where will funds come from and how much is needed?

New program/ other needs

- Define the exact role(s) needed
- Where will funds come from and how much is needed?
- Integration with existing work

Technical Expertise and Values Alignment

Technical
Expertise

Values
Alignment

- Staff chosen for values alignment may require technical training/support
- Person with technical expertise may require support around organizational culture and values
- Is a contractor more appropriate?
- Can training this skill increase community power?

Introducing the Staff Roles Tool

| List of roles that many organizations find they need. | Different ways to fill these needs and some common approaches | Designed as a guide, not one-size-fits-all | Includes questions for reflection |

Staff roles and funding sources

Unrestricted income or general operating support	Project income where possible	Restricted/program grants	Capital Grants or project-specific funding
fundraising/development	**property management**	**resident/community engagement**	**real estate development**
accounting/financial management	**asset management**		
Operations			
Governance/board			

QUESTIONS FOR DISCUSSION

Who in your organization is responsible for setting priorities and ensuring that work is moving forward?

Which staff roles are being held, and who is holding them?

Are decisions and priorities rooted in core organizational values?

Do growing CLTs need a space to gather to share specific resources and/or experiences?

Open Discussion/Q&A