

2- Year Desired Outcomes & Goals 2020-2021

Vision & Mission: *The Columbia Community Land Trust promotes the creation and stewardship of permanently affordable housing through a growing and diverse portfolio of safe, high quality, energy efficient and permanently affordable housing for low to moderate income households.*

Values:

Stewardship:

We value the importance of protecting public and private investments in housing, neighborhoods and individual households to ensure a sustainable and growing organization to pass on to future generations.

Empowerment:

We value the importance of creating opportunities and environments that give power to neighborhood representatives, community and business leaders and lower income participant households, to govern the Columbia Community Land Trust.

Diversity:

We recognize the differences between people and acknowledge that these differences bring tremendous value to understanding and identifying steps towards solving complex community and social challenges.

Fairness:

We value and are committed to treating everyone with dignity, respect and fairness. We value democratically decided policies and procedures, as well as the ability to exercise judgment when confronted with unique circumstances.

Innovation:

We value and encourage change, creativity and a commitment to seeking improved practices. We have a firm commitment to finding better ways to create permanently affordable housing and stabilize neighborhoods.

Organizational

Desired Outcome: **The Columbia Community Land Trust is a fully functioning CLT with independent and sustainable governance and operations.**

2020 Goals

1. Develop a communication policy to formalize policies and procedures for staff communication with Executive Officers and President, as well as communication guidelines for interacting with the media, funders and City Council.
2. Conduct organizational sustainability and independence work session with the Columbia City Council to identify primary actions to execute in partnership to move towards organizational sustainability.
3. Develop CCLT Board Member Training Manual for new and existing CCLT Board members.

2021 Goals

1. Develop Job Description for future CCLT Executive Director Position.
2. Develop feasibility assessment plan for becoming an independent 501(c)3 organization.

Financial

Desired Outcome: The Columbia Community Land Trust is fiscally sound and maintains a growing and diversifying portfolio of revenue.

2020 Goals

1. Obtain all necessary funding sources to fully execute the Cullimore Cottages project.
2. Develop three year estimated financials for becoming an independent organization.
3. Procure outside firm to complete a “Review” of financial statement for 2019 to be completed by no later than June 1, 2020.
4. Identify and implement additional procedures resulting from “Review” of Financial Statements for 2019.
5. Collect a minimum of \$5,000 in ground lease fees with no more than 5% uncollectable months.
6. Create and implement a fundraising plan to increase non-city budget funding sources.
7. Maintain an end of year operating reserve account balance of 6 months of operating costs.
8. Meet MBE/WBE guidelines and Section 3 requirements of the Housing and Urban Development Act of 1968.

2021 Goals

1. Procure full audit of 2020 financials.
2. Develop budget for funding staffing plan to manage increased workload and growing portfolio.
3. Obtain an end of year Ground Lease account balance of \$15,000.
4. Collect a minimum \$6,000 in ground lease fees with no more than 5% uncollectable months.
5. Maintain an end of year operating reserve account balance of 12 months of operating costs.
6. Meet MBE/WBE guidelines and Section 3 requirements of the Housing and Urban Development Act of 1968.

Housing Production

Desired Outcome: The Columbia Community Land Trust has an expanding portfolio of permanently affordable housing with successful program participants.

2020 Goals

1. Complete pre-development of the Cullimore Cottages including biotention and site improvements.
2. Execute Community Housing Development Organization (CHDO), CCLT and City funding agreements for local CHDOs on 5 Cullimore Cottages homes for 2020 construction.
3. Identify builder for 5 CCLT Cullimore Cottages homes for 2020 construction.
4. Receive 7 Third Avenue, 9 Third Avenue into portfolio.
5. Sell 19 Third Avenue.

2021 Goals

1. Ensure completion of construction on all Cullimore Cottages homes.
2. Begin construction on 210 and 212 Hickman Avenue properties.
3. Begin construction on 6 Fourth Avenue.

CCLT Property Inventory Projection

- 7 Third Avenue spring of 2020.
- 9 Third Avenue spring of 2020.
- 19 Third Avenue spring of 2020.
- 5 N. Eighth Street Properties to be completed by fall 2020.
- 5 N. 8th Properties to be completed by summer of 2021.

10 additional properties to be completed by end of FY 2021.