

Montgomery County Land Reutilization Corporation (MCLRC)
November Board Meeting
November 16, 2021

Attendees: Sheila Crane, Realtor/Community Dev. Specialist, HER Realtors (Vice-Chair of the Board)
John Lumpkin, Jr., VP, Wealth Management, Morgan Stanley (Board Member)
Todd Kinskey, Director of Plan. & Comm. Dev., City of Dayton (Board Member)
Kery Gray, Commission Aide to Carolyn Rice (Commission Representative)
Erika Mattingly, Commission Aide to Judy Dodge (Commission Representative)
David Williamson, MCLRC (General Counsel)
Mike Grauwelman, MCLRC (Executive Director)
Darren Andrews, Dir. of Finance, Treasurer's Office (Treasurer)
Angela Lilly, Montgomery County Treasurer's Office (Secretary)

Absent: John McManus, Montgomery County Treasurer (Board Member)
(Copies To) Sharon Lowry, Trustee, Washington Township (Board Member)

Call to Order

Sheila Crane, Vice-Chair of the Board, noting a quorum, called the meeting to order. A copy of the agenda is attached for reference.

Approval of Minutes

Todd Kinskey moved to approve the October 19, 2021, Board meeting minutes. The motion was seconded by John Lumpkin and approved unanimously by voice vote.

Item No. 1 – 2022 Objectives

Strategic Objectives

- Develop Client Brownfield Support Structure –\$350M State Brownfield program. Waiting on guidelines for the program to be released. Begin to fill in the gap that is needed for the community in a support capacity.
- Acquire Brownfield Funding - we are applying for the USEPA Brownfield assessment grant, which has a value of \$500K, that can be used to assess sites in our community. Three geographic areas have been targeted: Harrison Township, Riverside, and Dayton. We are also applying for technical assistance grants and have received one for the Dayton Daily News site valued at \$25K.
- Support Ohio Demolition Program Applications – this program also applies to commercial properties and the guidelines have yet to be released. The biggest questions will be our role and determining how we will transition Demo 2.0 to this program.
- Collaborate with Community Stabilization Redevelopment Efforts – supporting the Dayton American Rescue Plan Act to utilize funds. Continue to work in the Carillon neighborhood, Miamisburg Cares, Five Rivers Metro Parks, and County CDBG programs.
- Increase Sustainable Efforts (Stretch Objective) – establish TNI program guidelines.

- Increase the Transfer of Tax Delinquent Properties to Responsible Owners – develop a policy and program to support discounted tax lien sales.

Program Objectives

Reactive Programs

- TFAP – estimate processing 68 properties, with 40 new clients going through the HomeOwnership Center program.
- Land Banking – estimating no new agreement. Review Project 9 agreement that is set to expire in 2022.
- Commercial – estimating five requests.
- Planning grant – planning to award two grants, with one request coming from Five Rivers Metro Park for the Riverfront Master Plan.
- Community Loan – estimate one new loan.

Proactive Programs

- Demolition 2.0 – review all property/neighborhood program submissions for approval. Demolish an estimated 145 properties.
- NIP – disposition 200 properties and maintain 319 properties in the portfolio.
- Land Banking – maintain three current agreements and 45 properties.
- Commercial – research and propose one new commercial tax lien purchase. Acquire and begin repositioning one property. 3636 N. Main Street was the property pursued this year and is currently in the foreclosure process.
- DIY – award thirteen property contracts. We submitted many properties into the BOR process but will have to resubmit due to the program being temporarily stopped. Transfer twelve properties out of escrow.
- Thriving Neighborhoods –demolish five properties and renovate one property. Having difficulty finding additional properties in Pineview. We continue to submit properties in Castlewood that qualify. Waiting on properties in the Huffman neighborhood to come out of the foreclosure process. The intent is to get new construction in this area.

Financial and Administrative Objectives

Financial

- Manage operational expenses to budget
- Obtain 1 to 1 match for all investments

Administrative

- Obtain a clean audit
- Collect deposits and overages from Demo 2.0

Communications and Marketing

- Implement the communications plan
- Maintain web site

- Increase Mail Chimp Facebook & Bulleting reach by 100

The Steering Committee has recommended approval of the objectives. John Lumpkin moved to approve the 2022 Objectives. The motion was seconded by Todd Kinskey and approved unanimously by voice vote. *See attached 2022 Objectives and Metrics for more details.*

Item No. 2 – 2022 Budget

Operating Budget

- Increase from 2021 to 2022 due to a part-time position being increased to a full-time position.
- Hosting Charges – decrease due to the negotiation of a new rental rate.
- Consulting –reduction due to removal of funds for market analysis.
- Website – reduction as the website has been updated.
- Training – increased anticipating a return to more in-person training.
- Overall, a 5% increase in the budget from 2021 to 2022.

Program Budgets

The Board reviewed the 2022 program budgets, which are categorized as revenue-generating, revenue-neutral, and revenue loss. Overall, there will be a net loss of approximately \$2M primarily due to the Demo 2.0 program. Highlights of the budget assumptions and comments discussed include:

- Loan Program – West Carrollton has been the primary user of this program. Expect one new commitment to be reimbursed in 2022
- TFAP – sixty-four properties processed
- Land Banking – revenue is attributed to holding properties
- NIP – this project is complete
- Residential acquisition pool – revolving pool to support the purchase of residential property
- Commercial acquisition – revolving pool to support commercial tax lien purchases.
- Commercial program – moved to Commercial Acquisition
- Planning grant – \$100,000 committed
- Thriving Neighborhoods – five acquisitions/renovations and one home sale
- Reforestation – Twigs to Trees
- Demolition - anticipates five properties originally acquired for the DIY program will need to be demolished.
- DIY – showing a loss due to more investment in the exterior of the properties before offering them in the program.
- Proactive Commercial/Project 9 Commitment – maintain 3636 N. Dixie & 3993 Salem until disposal.
- Demolition 2.0 –assumes all 2021 demos are complete and billed to communities

The Steering Committee has recommended approval of the budget. Todd Kinskey moved to approve the 2022 Budget. The motion was seconded by Erika Mattingly and approved unanimously by voice vote. *See attached budget summaries for more details.*

Monthly Financials

The Board reviewed the MCLRC program expenditures and revenues. Under office expenses, a new telephone system was installed and did not need to be capitalized creating a positive variance. The travel line item has a positive variance due to covid restrictions limiting training events. Under the capital and equipment line item, \$9,000 was capitalized for the installation of new carpet in the office as opposed to paying it all in rent, which provided for net cost savings and a negative variance. Legal and consulting have a positive variance because we have not needed to tap into the marketing service.

The TFAP program has a negative balance due to preliminary judicial reports and advertising costs being received even though the properties are still in the foreclosure pipeline because the BOR process has stopped. The DIY program properties are receiving premium prices due to the demand for housing units and show a healthy income. The Thriving Neighborhood Initiative programs are also stalled due to the halt of the BOR process. The Demo 2.0 program is starting to see expenditures but the process has been slower to ramp up than expected. The cash balance after 2021 financial commitments and obligations is approximately \$4.8 million.

Announcement

The next Board meeting is scheduled for Tuesday, December 21, 2021, at 3:30 p.m.

Call to Adjourn

There being no further business, the meeting was adjourned.

I hereby certify that the minutes related to the Board of Directors' monthly meeting on November 16, 2021, set forth above, are the minutes approved by the Board of Directors at their meeting of February 15, 2022.

/s/ Angela Lilly
Angela Lilly, Secretary
Montgomery County Land Reutilization Corporation



Board Meeting Agenda

Montgomery County Land Reutilization Corporation

November 16, 2021, 3:30 pm

Montgomery County Administration Building 11th Floor Conference Room

Call to Order: Vice Chair Sheila Crane

Roll Call:

Approval of Minutes: October 19, 2021 (Attached)

Old Business:

New Business:

- **Item No1. 2022 Objectives (Attachment)**
 - Presentation and Discussion
 - Motion to Approve

- **Item No. 2. 2022 Budget (Attachment)**
 - Presentation and Discussion
 - Motion to Approve

Other Business:

- **Monthly Financials**

Next Meeting: December 21, 2021 @ 3:30 pm

Adjourn

2022 OBJECTIVES AND METRICS

November 12, 2021

Introduction: Each year the organization adopts a set of objectives and metrics intended to direct its efforts and provide a means to measure results. They are based upon the organization's mission, vision, goals, values, and priorities; mission strategies and tactics; business model; human and financial resources; and the operating environment. The following is a review of these items followed by the recommended 2022 objectives.

Mission: To reposition distressed real estate to support Montgomery County's communities in building quality of life and vibrant neighborhoods, one property at a time.

Vision: Montgomery County's communities are comprised entirely of thriving neighborhoods with sustainable real estate markets that enhance residents' quality of life.

Values:

- **Public Service:** We offer our unique expertise and authorities to assist all communities use real estate to serve their residents' goals.
- **Financial Responsibility:** We strive to maximize our resources by investing strategically in projects that address communities' goals.
- **Collaboration:** We seek out public agencies, nonprofits, and private entities to leverage our collective expertise and resources.
- **Quality of Life:** We work to create neighborhoods where residents want to live and can thrive.
- **Equity:** We promote equity allocating resources according to need, feasibility, and community benefit.

Priorities:

- Build momentum as part of a strategy and a larger, long-term plan.
- Have broad financial and community support.
- Can utilize our expertise, unique powers, or resources to leverage additional support.
- Are in foreclosure impacted areas or tipping point neighborhoods.
- Present complex real estate challenges that can be resolved with Land Bank technical assistance.
- Generate tax revenues and preserve community wealth through reuse.
- Deliver creative solutions to real estate issues through collaboration with other entities.
- Provide positive benefits that outweigh the resource and opportunity costs.
- Represents a real estate opportunity that the Land Bank can materially impact.

Goals:

- Maintain communications with Montgomery County’s communities to ensure they are aware of Land Bank offerings.
- Stabilize neighborhoods by reducing blight and returning properties to the tax roll.
- Work with communities and partners in developing comprehensive neighborhood revitalization plans and sustainable residential markets.
- Collaborate with communities and partners supporting their redevelopment efforts.
- Leverage our unique expertise and powers to reposition tax-delinquent commercial and industrial properties to create opportunities for reuse.
- Support the redevelopment of contaminated properties that otherwise may not be possible.
- Enable reuse of all properties by providing technical assistance on complex real estate issues.
- Serve the entire county by balancing the needs of urban, suburban, and rural communities.
- Ensure that the Land Bank remains financially viable.

Mission Strategies and Tactics: The organization works to support Montgomery County communities and citizen’s development (community and economic) aspirations, preserve community wealth, and improve the quality of life. Land Bank programs and projects accomplish this by:

- Leveraging the organizations unique authorities under the ORC
- Encouraging and conducting strategic planning.
 - Aligning its programs and projects with community goals and objectives.
 - Aligning community organizations and resources
 - Coordinating activities with other organizations
- Acquiring and repositioning distressed tax delinquent properties
- Returning balance to market supply and demand.
 - Demolishing blighted properties.
- Eliminating barriers (financial, title) that prevent a property’s reuse.
 - Repositioning and conveying distressed properties.
- Generating tax revenues thru reuse by new ownership
- Investing in Target Neighborhoods
 - Returning consumer / market confidence
- Seeking creative solutions to real estate issues
- Assembling and banking properties for redevelopment

Business Goal Strategies and Tactics: The organization’s business goal is to operate efficiently and in a sustainable manner, while delivering the greatest impact to the community*. The organization uses the following strategies and tactics to support the goal:

1. Operate programs that are sustainable.
 - a. Charging fee for service to offset expenses.
2. Leverage resources to encourage private investment.

- a. Invest in target areas that the market could support.
- 3. Acquire or leverage other forms of public investment.
 - a. Requiring match from communities.
- 4. Maintain a range of real estate capability outsourcing specialized areas, while maintaining core competencies. Core Competencies Include: Real estate, Community / Economic development, Program and project management, Grant administration, Facility Management, Finance.
 - a. Provide incentives for communities to develop plans and strategies for their neighborhoods / properties through planning grant.
 - b. Provide tools for local communities to address challenged properties through the loan program, land banking, TFAP, commercial redevelopment.
 - c. Leverage local involvement to obtain community input in the development of neighborhood plans.
 - d. Identify and embed specialized competencies such as: legal, environmental, brokerage, appraisal, etc.

* Community benefits include increased tax collections, removing blight, reducing crime, facilitating investment and community pride, establishing market confidence, etc.

Human and Financial Resources: The organization is staffed by 7.6 full time equivalent members and augmented by contracted resources to perform its mission. 2022 will see the departure of one employee that is currently part-time. The budget will include this position as a full-time employee in anticipation of new funding opportunities or an increase in the DIY program. Financial resources from a portion of delinquent tax collections each year support operations. These funds have been consistent over the past six years but declining. Additional resources come from service fees and state and federal programs. These resources are short term, unpredictable, and unable to support long term programming.

Operating Environment: The challenges that the organization currently faces in advancing its mission include suspended tax foreclosure process, COVID, available reuse inventory, financial risk, and project control / support. There are also significant opportunities that are making themselves available to the organization in 2022. These include funding from the American Rescue Plan Act, Ohio Brownfields, and Demolition programs. These objectives challenges and opportunities are further articulated below.

Suspended Tax Foreclosure Process: The Board of Revision process established under the Ohio Revised Code has been challenged in both the state and federal courts. These challenges have raised concerns locally and a suspension of this foreclosure process occurred in 2021. After a 120-day suspension of activities the county has made modifications to its approach to tax foreclosure. The process has not yet been formalized but the proposed changes to the process will impact Land Bank human resources and its programming.

COVID: The COVID pandemic has and will continue to have an impact upon the real estate market, the full impacts of the virus on the economy are still playing themselves out. The sectors that are likely to be impacted are retail and office. The impact on retail simply being

the acceleration of online purchases and office because of remote office operations. Although both shifts in space use are likely to remain a part of our work and buy culture, the magnitude and term of these shifts is unclear. The industrial and multi-family markets continue to see growth, while the low interest rate environment will help homeowners in need of work outs. The significant increase in single family home prices was due to a shortage of supply and is expected to subside in 2022 as concerns over moving during the pandemic diminish.

Reuse Inventory: The available reusable foreclosure residential property inventory has dwindled in recent years. The inventory was generated by the foreclosure crisis, depression, and a weak market, which is now thirteen years distant. A vast majority of the housing crisis properties have aged and are now either in an accelerated state of disrepair or absorbed by the market. The demand for property during the COVID crisis has exacerbated available inventory. The most critical threat to inventory has been the discontinuance of the tax foreclosure process, which shut off the pipeline. The improved economy enabled the market (Owner's improved financial position, Banks willingness to foreclose, Investor confidence to purchase, and Consumer increased demand) to respond to viable properties as assets, when they might have been available during the crisis / depression period. Consequently, the Treasurer's Office has been able to increase collections leveraging sheriff's sales reducing available viable program inventory.

Although there remains a significant amount of vacant, abandoned, and tax delinquent inventory on the landscape it can broadly be characterized as: located in highly distressed neighborhoods with very weak markets; without a strategic purpose / plan; having historically suffered from disinvestment; and / or are functionally obsolete. These areas require a transformative plan to reestablish a place in the market. Unfortunately, transformative plans are both challenging financially and socially. The various federal programs intended to address the impact of COVID on the economy may create opportunities to attempt transformative redevelopment efforts.

The impact to the organization of these events has been increased field time reviewing properties that are not viable for reuse or represent substantial risk investments while BOR was operational, and a stop to field work and after BOR was halted. The result is TFAP, DIY will not produce the (income, number properties impacted) results as in the past, or allow initiatives such as Thriving Neighborhoods to gain momentum.

Financial Risk: The organization's operating activities depend upon arranging for transactions in which a property disposition is in place. Although we have established programs that are pro-active, it is increasingly difficult to find properties in which we are confident that disposition can be achieved without suffering economic loss. Our inability to access properties to determine their condition pre-foreclosure (structural, environmental) furthers this challenge. The 2022 budget anticipates a more aggressive approach to the acquisition of DIY properties to maintain inventory, and the organization has a clear path to acquire tax delinquent property.

Project Control / Support: The organization has positioned itself to support communities and not lead. This places overall project management responsibility (outcomes, schedule, etc.) with the community. Our experience has been that other organizations involvement adds complexity in completing projects as these organizations are often managing other activities seen as a higher priority. This basic alignment issue consistently challenges the Land Bank's productivity and implementation schedules.

The organization is highly dependent upon a variety of organizations to process foreclosures in support of its mission. These organizations have various roles, responsibilities, and priorities that challenge a predictable process. This is a reality of the complexity of the legal process, and the number of organizations that support it. Further there are instances in which the Land Bank objectives are directly competing with those of the support offices, or with the capacity of the foreclosure system. As is the case with the discontinuance of the BOR process in June, Dayton Lot Links program COVID related shutdowns which have generated a huge backlog of properties in the foreclosure process. The litigation concerning the Expedited Foreclosure process has also added uncertainty to a process. The Treasurer's Office responsibility to collect taxes and the Land Bank's use of foreclosure to reposition properties is an example of competing public interests. The Land Bank and Treasurer's Office have adopted a policy that serves both public interests. The budget and objectives assume that the organizations will continue to build on this policy foundation in 2022. The focus of these efforts will be in developing a process to offer discounted tax lien sales.

Opportunities: The opportunities that exist come in the form of financial support resulting from the American Rescue Plan Act, Ohio Brownfields and Demolition programs. These sources of funds could enable the organization to advance its initiatives but will require an expansion of human resources to manage these one-time funded efforts. Careful planning and commitments of reserves are anticipated to take advantage of these resources.

Operational Changes: The organization will need to become more aggressive and develop new tools to achieve its community vision. Loosely translated this means there will need for a greater tolerance for risk (properties / neighborhoods) not otherwise absorbed / accepted by the market. Below are examples of how this approach will change our activities.

For commercial pro-active properties we will see greater financial challenges to reposition properties, and there may not be a full understanding of risk including:

- Property's disposition timeframe - Holding Costs
- Environmental condition – Remediation Costs
- Repositioning costs – Demolition, Landscaping Costs
- Title Challenges – Legal Costs

For residential property, a more aggressive posture would include foreclosing on additional properties that do not qualify for expedited foreclosure as vacant and abandoned under the Ohio Revised Code but are tax delinquent. These may include:

- Landlord owned

- Undetermined to be abandoned (Appear vacant but Utility service on)
- Acquiring higher risk (potential demolition) properties
- Acquiring and investing in properties for DIY (The 2022 budget anticipates this approach to maintain needed inventory.)

For Thriving Neighborhoods, the implication is to be flexible in choosing neighborhoods to allow the program to develop, and for a variety of communities and markets to experience the program. The program will see increased rehab and acquisition costs (purchases may become a norm).

The organization’s human resource capacity available as NIP demolition activity ends (maintenance, reporting, and disposition activities will continue) are absorbed by the Demo 2.0 program.

The organization’s 2022 focus will be to make resource and program adjustments to account for changes in the operating (Funding, Foreclosure, COVID) and economic environment, and continuing existing initiatives incorporating additional tools and resources.

STRATEGIC OBJECTIVES

- **Develop Client Brownfield Support Structure**
 - ✓ Establish and Provide Technical Support
 - ✓ Provide Legal Support
 - ✓ Support Funding Applications
 - ✓ Support Project Implementation

- **Acquire Brownfield Funding:**
 - ✓ Apply for USEPA Brownfield Assessment Grant
 - If successful Establish Management System
 - ✓ Apply for OEPA Technical Assessment Grant(s) as Opportunity Arise
 - ✓ Apply for Ohio Brownfield Funds for Small Community Sites
 - ✓ Support Ohio Brownfields program applications

- **Support Ohio Demolition Program Applications**
 - ✓ Establish a Role based upon Ohio Guidelines
 - ✓ Apply for Grant Funds County Wide
 - Transition Demo 2.0 funding
 - ✓ Provide Support to Applicants (Legal, Management, Financial, Administrative)

- **Collaborate with Community Stabilization Redevelopment Efforts**

- ✓ Dayton American Rescue Plan Act
 - Dayton Housing Efforts
 - Harrison Township Housing Efforts
- ✓ Tornado Community Long Term Response
 - Participate in Long Term Recovery Organizing
 - Support Short- and Long-Term Needs and Roles
 - Recommend Actions and Resource /Budget Requirements
- ✓ Carillon Neighborhood
 - Support Neighborhood Plan Development
 - Research and Acquire Properties as Requested
 - Maintain Acquired Properties
 - Demolish and Disposition Properties as Requested
- ✓ Miamisburg CARES
 - Identify Land Bank Role(s)
- ✓ Five Rivers Metro Parks River Corridor
 - Support Plan Development
 - Support Plan Implementation
 - Research and Submit Plan Properties as requested
- ✓ County CDBG Community Implementation
 - Demolish 17 Properties (2 commercial, \$300K Total)

- **Increase Sustainable Efforts (Stretch Objective)**
 - ✓ Establish TNI Program Guidelines and Participation Requirements
 - Structure Project Planning and Implementation Control
 - Launch Program to Communities
- **Increase the Transfer of Tax Delinquent Properties to Responsible Owners**
 - ✓ Develop a Policy and Program to Support Discounted Tax Lien Sales

PROGRAM OBJECTIVES

REACTIVE PROGRAMS

- **TFAP**
 - ✓ ESTIMATED PROPERTIES TRANSFERRED 60
 - ✓ ESTIMATED NEW HOC CLIENTS 40
 - ✓ ESTIMATED PROPERTIES PROCESSED 68

- **LAND BANKING:**
 - ✓ ESTIMATE 0 NEW AGREEMENTS 0 NEW PROPERTIES
 - ✓ REVIEW PROJECT 9 AGREEMENT
- **COMMERCIAL**

- ✓ RESEARCH FEASIBILITY AND PROVIDE GUIDANCE ESTIMATED 5 REQUESTS
- **PLANNING GRANT**
 - ✓ ESTIMATED 2 NEW GRANTS AWARDED
- **COMMUNITY LOAN**
 - ✓ ESTIMATED 1 NEW LOAN APPROVED

PRO-ACTIVE PROGRAMS

- **Demolition 2.0**
 - ✓ Review all Property / Neighborhood Program Submissions for Approval
 - ✓ Demolish an Estimated 145 Nuisance or Community Owned Properties
- **NIP**
 - ✓ DISPOSITION 200 PROPERTIES
 - ✓ MAINTAIN 319 PROPERTIES
- **LAND BANKING:**
 - ✓ MAINTAIN 3 CURRENT AGREEMENTS AND 45 PROPERTIES
- **COMMERCIAL**
 - ✓ RESEARCH AND PROPOSE 1 NEW COMMERCIAL TAX LIEN PURCHASE
 - ✓ ACQUIRE AND BEGIN REPOSITIONING 1 PROPERTY
- **DIY**
 - ✓ AWARD 13 PROPERTY CONTRACTS
 - ✓ FORECLOSURES PROPERTIES SUBMITTED 10
 - ✓ TRANSFER 12 PROPERTIES
- **THRIVING NEIGHBORHOODS**
ALL NEIGHBORHOODS
 - ✓ 5 PROPERTIES DEMOLISHED
 - ✓ 1 RENOVATION

PINEVIEW

- ✓ EVALUATE NEIGHBORHOOD PLAN TO DETERMINE IF FURTHER ACTIONS NECESSARY

CASTLEWOOD

- ✓ IDENTIFIED AND SUBMIT QUALIFIED PROPERTIES FOR ACQUISITION
- ✓ START PLANNING PROCESS

HUFFMAN

- ✓ COMPLETE DEVELOPMENT PLAN
 - IDENTIFICATION OF TARGET AREA(S) DEMOLITION, STABILIZATION, INFILL SITES
 - IMPROVEMENT AND AMENITY AREAS
 - ESTABLISH BUDGET
- ✓ PROMOTE THE PLAN TO HOME BUILDERS' ASSOCIATION
 - DEVELOP MARKETING PACKAGE (ILLUSTRATIVE MAPS, INCENTIVES, DATA)
 - SOLICIT INFILL BUILDERS
- ✓ IMPLEMENTATION

- REHAB 7 PROPERTIES DIY
- DEMOLISH 2 PROPERTIES (BY CITY)

FINANCIAL AND ADMINISTRATIVE OBJECTIVES

- **FINANCIAL**
 - ✓ MANAGE OPERATIONAL EXPENSES TO BUDGET
 - ✓ OBTAIN MATCHING FUNDS 1 TO 1 FOR LB INVESTMENTS

- **ADMINISTRATIVE**
 - ✓ OBTAIN CLEAN 2021 AUDIT
 - ✓ COLLECT ALL DEMO 2.0 DEPOSITS AND OVERAGES

- **COMMUNICATIONS AND MARKETING**
 - ✓ IMPLEMENT THE COMMUNICATIONS PLAN
 - ✓ MAINTAIN WEB SITE
 - ✓ INCREASE (MAIL CHIMP FACEBOOK & BULLETIN) REACH BY 100

LAND BANK 2022 BUDGET

<u>Expense Category/Type</u>	<u>2022 Budget</u>	<u>Notes</u>	<u>2021 Budget</u>	<u>2020 Budget</u>	<u>2019 Budget</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
Total Personnel	817,451.92	8.0 Employees	717,880.93	720,211.98	712,274.64	657,575.31	661,044.71	640,700.41	384,250.00
Total Hosting	52,559.86	County Corp. includes office rent, IT services, Phone services, etc.	61,407.63	54,412.05	53,597.52	45,458.40	42,638.40	46,621.98	37,107.00
Total Consulting	86,000.00	Legal services, Accounting/Audit, Data/Market analysis study/Grant writing/Facilitation	114,000.00	91,000.00	78,500.00	118,000.00	102,000.00	110,980.00	97,550.00
Total Advertising/Events	13,700.00	Events/Advertising/Media/Marketing/Copywriting	13,000.00	15,850.00	15,070.00	15,070.00	34,200.00	16,000.00	-
Total Travel and Meals	16,913.50	Local Travel, Conferences, Events - Local Land Bank Conference, Land bank National conference or other based on subject / area of expertise	12,953.00	12,746.00	16,616.00	16,009.00	13,828.00	14,400.00	10,725.00
Equipment and Capital	6,300.00	Includes Furniture, Computers	5,400.00	8,600.00	13,900.00	5,400.00	11,000.00	26,000.00	39,585.00
Website	6,300.00	Web site update	30,000.00	18,000.00	6,000.00	6,000.00	6,000.00	15,000.00	15,000.00
Real Estate / Web software	37,600.00	Property Management software annual subscription, Tolemi Annual subscription plus other miscellaneous software	37,300.00	38,300.00	37,400.00	11,400.00	19,010.00	40,000.00	-
Total Supplies	13,760.00	Includes office supplies, postage, computer software and hardware (minor purchases), cell phones and tablets	15,260.00	14,860.00	13,760.00	12,800.00	11,560.00	12,010.00	8,948.00
Total Education and Training	6,100.00	Includes conference fees for Ohio Land Bank conference and National Conferences plus one local training courses for each employee	5,100.00	4,500.00	6,350.00	6,350.00	5,050.00	5,000.00	7,908.00
Total Fees and Dues	30,203.00	Memberships, Employer Liability insurances (increased coverages)	28,010.00	17,930.00	17,445.00	7,413.00	5,888.00	5,418.00	3,551.00
Total Operating	1,086,888.28		1,040,311.56	996,410.03	970,913.16	901,475.71	912,219.11	932,130.39	604,624.00
Change from previous year	46,576.72		43,901.53	25,496.87	69,437.45	(10,743.40)	(19,911.28)	327,506.39	
	-								
	5%		4%	3%	8%	-1%	-2%	54%	

2022 Program Budgets

<u>Expense Category/Type</u>	<u>2022 Budget</u>			<u>Notes</u>
	<u>Expense</u>	<u>Income</u>	<u>Net</u>	
				updated for 2022
Loan Program	50,200.00	51,000.00	800.00	1 new commitment to be reimbursed in 2022
TFAP	184,470.00	186,000.00	1,530.00	64 Properties processed
Land Banking	225.00	29,089.00	28,864.00	CityWide, West Carrollton and Clayton
NIP	-	-	-	This project is complete
Residential Acquisition Pool	150,000.00	150,000.00	-	Revolving pool to support residential acquisition - Includes West Carrollton Property
Commercial Acquisition Pool	100,000.00	100,000.00	-	Revolving pool to support commercial tax lien purchases 3636 plus one additional property
Residential Acquisition/Demo	-	-	-	No longer receiving NCST and Lender Properties
Commercial Program	-	-	-	See proactive commercial - Revenue/expense neutral No number of estimated application
Planning Grant Program	100,000.00	-	(100,000.00)	\$100,000 committed for 2021
Thriving Neighborhoods	422,400.00	205,600.00	(216,800.00)	Revenue based on 5 acquisitions/renovations and 1 home sale
Reforestation	2,500.00	-	(2,500.00)	See description
Demolitions	100,000.00	-	(100,000.00)	Residential demolition pool
DIY	241,850.00	169,000.00	(72,850.00)	15 units sold
Pro Active Commercial/Project 9 Commitment	76,320.00	-	(76,320.00)	Project 9, 3636 N Dixie. 3993 Salem
Demolition 2.0	3,000,000.00	1,500,000.00	(1,500,000.00)	Assumes all 2021 demos are complete and billed to communities
Total Program Budget	4,427,965.00	2,390,689.00	(2,037,276.00)	
Revenue positive				
Revenue neutral				
Investments				
			\$ 1,086,888.28	
			\$ 2,037,276.00	
			\$ 3,124,164.28	
			\$ 4,850,540.92	
			\$ 654,597.94	
			\$ 1,500,000.00	
			\$ 7,005,138.86	
		Estimate of Excess funds at		
		12/31/2022	\$ 3,880,974.58	