



Board of Trustees Meeting

November 8, 2022



Agenda

- Welcome & Introductions
- Strategic Plan Presentation
- 2023 Budget & 2022 Projections
- Executive Search
- 2023 Board Meeting Schedule
- Executive Session



2023-2026 Strategic Plan

- Review of Process to Date
- Review and Endorsement of Mission, Vision, Mission, Values
- Strategic Plan Review and Endorsement
- Next Steps



Mission & Vision

MISSION

To protect our land and promote conservation and sustainable farming so that our community discovers a deeper connection to nature and each other.

VISION

Willowsford is a world class agrihood that inspires community-based conservation and farming.



Values

Engagement

Willowsford Conservancy engages residents and the broader community about the importance of conservation and farming and values the engagement and support of the community with our efforts.

Health & Well-being

Willowsford Conservancy promotes the health and well-being of its residents, its staff, its ecosystem, and the world impacted by those groups. Lives should be improved by living in Willowsford.

Stewardship

Willowsford Conservancy embraces our responsibility to preserve and enhance the land and community resources with which we have been entrusted, for today and future generations.



2023-2026 Strategic Plan

- Discussion/Questions
- Endorsement
- Next Steps



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- Welcome & Introductions
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- **2023 Budget & 2022 Projections**
- Executive Search
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FY 2023 Budget Process

FY2023 Budget- Work to Date

- Leadership team developed department budgets and revenue projections
- Draft Operating Budget presented to Conservancy Board of Trustees – October 11, 2022
- Draft Operating Budget shared with HOA at Joint Meeting- October 18, 2022
- Final budget with capital expenditures shared with HOA on October 28, 2022. Included assessment of \$48.88 per month, an increase of \$6.38 per household per month.
- HOA Board declined to support full Cap EX investment. In absence of their support, HOA Conservancy proposed an assessment of \$45.90, an increase of \$3.40 resulting in budget deficit of \$75K.
- Recommendation it to proceed with budget that offers COLA increases to staff and to not defer on critical capital improvements. Efforts to seek additional funding in 2023 will persist, and deficit up to \$75K will be funded by one time draw from capital reserve.
- Revised FY2023 Budget presented to Conservancy Board of Trustees, November 8, 2022 for approval.
- HOA Board reviews Conservancy budget on November 10th, and has 15 days to respond



FY 2023 Budget Highlights

2023 Revenue

- Assessments increase from \$42.50 to \$45.90
- Resale Enhancement Fee assumes sales price and turnover are roughly equivalent to 2022 Actuals
- Farm Revenue increased projections based on assumption that with platform built and adequate bandwidth to market we can increase sales by ~15%. CSA price point also higher.
- Increased focused on grants and other fundraising will return should return increased revenue

2023 Expenses

- Maintenance includes new outsourced mowing contract. Result is time savings on equipment maintenance and mowing, redirecting 24% of team time to trail maintenance & trail improvement
- Payroll is 68% of budget and is based on 15FTE + 2 Seasonal
- Professional Services includes legal, audit and marketing support (in lieu of FTE)
- Recruiting includes 2/3 of executive recruiter expenses (\$26K)

FY 2023 Budget - Revenue

Draft 11.07.2022	2023 Budget	2022 Projections	2022 Budget
Annual Assessments	\$ 1,277,305	\$ 1,173,959	\$ 1,173,000
Transfer Fee Income - Resales	\$ 308,717	\$ 304,056	\$ 347,625
Builders Fees	\$ 1,500	\$ 13,000	\$ 11,000
Amenity Rentals	\$ 4,050	\$ 3,625	\$ 6,000
Program Revenue	\$ 21,500	\$ 18,029	\$ 39,000
Net Farm Revenue	\$ 201,037	\$ 139,540	\$ 276,325
Net Firewood Sales	\$ 11,000	\$ 11,154	\$ 7,500
Grants & Contributions	\$ 68,000	\$ 34,590	\$ 6,300
Lease Income	\$ 18,000	\$ 18,844	\$ 38,400
Total Revenue	\$ 1,911,109	\$ 1,716,797	\$ 1,905,150

FY 2023 Budget - Expenses

Expenses	2023 Budget	2022 Projections	2022 Budget
Total 6100 Maintenance	\$ 171,600	\$ 122,681	\$ 186,800
Total 6300 Land Stewardship	\$ 69,400	\$ 36,138	\$ 54,200
Total 6400 Events	\$ 11,200	\$ 5,150	\$ 49,200
Total 7000 Payroll and Benefits	\$ 1,183,573	\$ 1,143,516	\$ 1,158,680
Total 7100 Employee Housing	\$ 7,900	\$ 13,243	\$ 13,300
Total 7200 General & Administrative	\$ 37,796	\$ 35,956	\$ 60,300
Total 7300 Professional Fees	\$ 120,120	\$ 87,570	\$ 56,000
Total 7400 Travel, Staffing, Recruiting	\$ 41,257	\$ 17,554	\$ 3,700
Total 7500 Other Expenses	\$ 18,070	\$ 49,737	
Total 8000 Taxes	\$ 50,551	\$ 49,347	\$ 55,650
Total 8100 Insurance	\$ 38,986	\$ 33,733	\$ 39,500
Total Operating Expenditures	\$ 1,750,453	\$ 1,594,626	\$ 1,677,330
Capital Allocation & Reserve Contribution	\$ 236,228	\$ 100,000	\$ 227,745
Total Expenses	\$ 1,986,681	\$ 1,694,626	\$ 1,905,075
Total Net Revenue	\$ (75,572)	\$ 22,171	\$ 75



FY 2022 & FY2023 Resale Revenue Trends

- Resale Fees for FY22 Budget are \$347,625 - 16% of revenue budget based on turnover rate of 4.5% with an average sale price of \$1.35 million
- EOY Revenue Projections are \$303,084, 87% of budget, for a projected loss of (\$45K).
- EOY Sales Projections are 86 sales, 83% of the budgeted 103.
- Resales fees are trending 3% higher than calculated average due to increase in average home sale price to \$1.41 million.
- FY23 Budget assumes a turnover rate of 3.75%, on average sale price of \$1.42, resulting in 87 sales with projected revenue of \$308,717



FY 2022 & FY2023 Resale Revenue Trends

Transfer Fee/Resales	2023 Projections	Projected 2022	Budgeted 2022
FY23 Estimate Budget	\$ 308,717	\$ 303,034	\$ 347,625
Avg home sale	\$ 1,420,000	\$ 1,412,098	\$ 1,350,000
Fee	0.25%	0.25%	0.25%
Total Homes	2319	2300	2300
Rate of Sales per year	3.75%	3.74%	4.5%
Estimate of Total Sales	87	86	103
Average sales per month	7.25	7.17	8.58
Average Fee Per Sale	\$ 3,550	\$ 3,524	\$ 3,375



CSA Winter & 2023 Sales

CSA Winter Share Season

- Deliveries Nov-January (6 for \$250)
- Current Sales
 - 90 Farmer's Choice (2022 Target 100; 2023 Goal 150 (including IHW))
 - 95 Eggs (2022 Target 100; 2023 Goal 100)

CSA 2023 Marketing

- Current Sales – 44 shares - \$17,570
- Multi level promotion ongoing
 - Segmented email marketing to current, lapsed and new
 - Renewal campaign with end of season deliveries
 - Print promotion in Stroll Willowsford and post card campaign
 - **Word of mouth marketing– Board engagement here great appreciated!**

2023 Capital Improvements – Tenant Houses

Total Investment - \$75,000

Lightridge

- Presuming budget approval, repairs will be rebid in Q4 and work will be in in Q1-2023. A staff member will be residing in place during repairs.

Peach Orchard

- Peach Orchard house is ~100 year old field stone house with structural issues.
- Assessment to be revisited.
- Current tenants are serving as caretakers.



2023 Capital Improvements – Pond



Pond Inspections

Terracon has provided a bid for a site assessment and report for four (4) ponds of concern for a lump sum fee of \$10,200. (FY22)

We anticipate the pond improvements to required a multi-year investment and approach. (FY23 estimate = \$25,000)





FY 2023 Budget Action

- Discussion
- Action
- Next Steps



End of Year Priorities

- Operational Planning with Leadership Team
- CSA Promotion
- FY22 Year End Closing & Preparation for Audit
- Year End Communications with Residents
- Engagement with Executive Search Firm
- FY23 Communications Plan
- Exploration of Property Tax Exemption



Executive Search

- Review of Process to Date
- Introduction: Executive Search Firm
 - Carlyn Madden, Founder & CEO, Good Insights
- Next Steps



2023 Proposed Board Meeting Calendar

2023 Board Calendar – All meetings on Tuesday

- January 24 (discussion)
- **February 28 (official)**
- March 28 (discussion)
- **April 25 (official)**
- May 23 (discussion)
- June (no meeting)
- July 25 (discussion)
- August (no meeting)
- **September 26(official)**
- October 24 (discussion)
- **November 28 (official)**
- December (no meeting)

Executive Session

