



February 2nd, 2023

**Lake Area Community Development
Corporation (LACDC)**

Open Session Board Meeting

Agenda

Lake Area Community Development Corporation

2/2/2023 Board of Directors Open Session Meeting
2:00 PM Via WebEx

<https://camdencountydevelopmentaldisabilityresources.my.webex.com/camdencountydevelopmentaldisabilityresources.my/j.php?MTID=m44ba715e07e5050030fac1f0aefcfb43>

To Join by Phone: 1-415-655-0001
Meeting Number (Access Code): 2552 863 1869
Meeting Password: 63697557

1. Roll Call
2. Approval of January 5, 2023, Meeting Minutes
3. Treasurer's Report
4. Qualified Employer Updates (Affirmative Fair Housing Marketing Plan)
5. 2023 to 2025 Strategic Plan
6. Adopting Committees & Assignments
7. Open Discussions
8. Adjournment

The news media may obtain copies of this notice, and a direct link to the WebEx meeting can be submitted to anyone requesting access by contacting:

Ed Thomas, Secretary of the Board of Directors

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Office: 573-693-1511 Fax: 573-693-1515 Email: director@ccddr.org

January 5th, 2022

Open Session Minutes

LACDC Board Meeting

January 5th, 2023

2:00 p.m.

Meeting held via WebEx

Board Members Present: Richard Ross, Roger Corbin, Jennifer Presberry, Ron Yarbrough, Brian Thompson, Gerry Murawski, Mark Shellenberg, David Payne, Amber Smith, Ed Thomas

Absent: Steven Dust

Guests: Bradley Berg, Rachel Baskerville, Lydia Porter, Joanne Pope, Jennifer Hart, April Moore (via phone)

(NOTE: Joanne Pope, Jennifer Hart, and April Moore were reappointed to the Board of Directors after the December Minutes and Treasurer's Report sections were discussed)

Call to Order:

Richard Ross called the meeting to order.

1. Roll Call: Richard Ross, Roger Corbin, Jennifer Presberry, Ron Yarbrough, Brian Thompson, Gerry Murawski, Mark Shellenberg, David Payne, Amber Smith, Ed Thomas

2. Minutes: Approval of 12/1/2022 Minutes

Motion to approve minutes made by Ed Thomas, second by Gerry Murawski.

In Favor: Richard Ross, Roger Corbin, Jennifer Presberry, Ron Yarbrough, Brian Thompson, Gerry Murawski, Mark Shellenberg, Ed Thomas

Opposed: None

Abstain: Amber Smith because she was not present at the meeting

Motion carries.

3. Treasurer's Report

a. January Treasurer's Report

Brian Thompson summarized the financial report for the Board members. He stated there was one typo that needed correction, which will be adjusted and recorded, and there is currently one open LOCLG invoice pending review by the Board Chairperson.

Motion to approve the amended financial report reflecting the typo correction made by David Payne, seconded by Gerry Murawski.

In Favor: Richard Ross, Roger Corbin, Jennifer Presberry, Ron Yarbrough, Brian Thompson, Gerry Murawski, Mark Shellenberg, David Payne, Amber Smith, Ed Thomas

Opposed: None

Abstain: None

Motion carries.

b. 2023 Budget Review

Brian Thompson summarized the Proposed 2023 Budget draft. All income and expenses are estimates and projections based on intent and historical costs. The estimates reflect a zero-balance budget. Brian Thompson confirmed the budget included an increased cost for 990 filing since LACDC received more than \$50,000 in income.

Motion to approve the 2023 proposed budget made by Ed Thomas, seconded by Gerry Murawski.

In Favor: Richard Ross, Roger Corbin, Jennifer Presberry, Ron Yarbrough, Brian Thompson, Gerry Murawski, Mark Shellenberg, David Payne, Amber Smith, Ed Thomas

Opposed: None

Abstain: None

Motion carries.

4. Qualified Employer Update

a. Affirmative Fair Market Housing Plan

Richard reported there are currently no updates.

Richard Ross asked Brian Thompson to call Cleo Bauman to see if she planned on attending the meeting. Since no one is present from the LOCLG, Richard decided to skip **Update from the LOCLG** and come back to the discussion after Cleo Bauman or someone else from the LOCLG could be reached – there were no objections from the Board members.

5. Board of Directors

a. 12/22 Director Term Expirations (Tabled from 12/1/22 Meeting)

Discussion on nominations for Joanne Pope, Jennifer Hart, and April Moore's reappointments were tabled from the December 2022 meeting because they were unable to participate, and the Board wanted to confirm their interest in remaining on the Board of Directors. Richard Ross and Ed Thomas met with Joanne Pope and Jennifer Hart in person and via phone to discuss their interest in remaining on the Board. April Moore also expressed an interest in remaining on the Board, although she was not able to participate the day of the meeting with Joanne Pope and Jennifer Hart. Richard learned a lot from their perspectives in the discussions and feels they will be valuable Board members.

Motion to reappoint Joanne Pope, Jennifer Hart, and April Moore for new terms to the LACDC Board of Directors made by Ed Thomas, seconded by Ron Yarbrough

In Favor: Richard Ross, Roger Corbin, Jennifer Presberry, Ron Yarbrough, Brian Thompson, Gerry Murawski, Mark Shellenberg, David Payne, Amber Smith, Ed Thomas

Opposed: None

Abstain: None

Motion carries.

6. Open Issues

Joanne Pope provided information about Catholic Charities in Springfield. She thought talking to them might help in the LACDC's efforts toward affordable housing. Joanne also proposed tiny homes as a solution.

7. Update from LOCLG

a. LOCLG Permanent Director – Joel Laws

Joel Laws was unable to attend this meeting. Richard gave a brief history of how LACDC's relationship with the LOCLG evolved and provided information on all the staff changes since LACDC's relationship with the LOCLG began. Richard Ross and Ron Yarbrough met with Joel Laws and Cleo Bauman about the relationship and the contract. Concerns were expressed about marketing and a pipeline of potential USDA 502 applicants. LACDC needs to determine whether the LOCLG needs to initiate and execute marketing or if the LACDC Board members need to get more involved. The Board felt there should be more involvement in marketing. Bradley Berg offered to help with marketing. David Payne offered to lead the marketing initiative as well.

(NOTE: Brian Thompson had to leave the meeting)

b. General Progress – Cleo Bauman

Brian reported that staff at LOCLG had indicated she went home early (before the meeting began). Ron Yarbrough recommended we seek alternatives to USDA 502 packagers instead of relying on only the LOCLG, which may help with marketing. Lydia Porter recommended identifying targeted audiences. Ed Thomas reiterated the overall objectives of the LACDC and agreed there is likely some confusion on the targeted audiences based on the overall objectives. He also thought it would be beneficial that the LACDC partner with other not-for-profits to accomplish its goals and reach its targeted audiences. Amber Smith agreed with Ed's and Lydia's comments. Gerry Murawski reiterated the need for developers of rental housing as well as other housing developments. Roger Corbin believes the LACDC should meet with the LOCLG Board of Directors as well. Richard Ross believes there is a definite need to express the LACDC's expectations of the LOCLG to the LOCLG Board of Directors.

c. Marketing Push – How can the Board Help Create Awareness?

Ed Thomas recommended the Board create a planning committee to address the marketing and other support needs of the LACDC. The Board discussed creating a planning committee to develop the structure of other specific committees, which should involve other community individuals and organizations.

Motion made by Ed Thomas to create a Planning Committee, which will include all Board officers, to develop a committee structure to support a marketing plan and support other LACDC strategies. The motion was seconded by Amber Smith.

In Favor: Richard Ross, Roger Corbin, Jennifer Presberry, Ron Yarbrough, Gerry Murawski, Mark Shellenberg, David Payne, Amber Smith, Ed Thomas, April Moore, Joanne Pope, Jennifer Hart

Opposed: None

Abstain: None

Motion carries.

d. Credit Counseling Support

Given current time constraints, the Board was not able to discuss this topic before adjournment.

8. Adjournment

Richard Ross ordered the meeting adjourned and thanked everyone for their participation and input.

Treasurer's Report (Unaudited)

Jan. 2023 Lake Area CDC Treasurer's Report

Income	Amount Jan. 2023	Year-To-Date	Annual Budget
Donations	\$0.00	\$0.00	\$20,000.00
Grants	\$0.00	\$0.00	\$150,000.00
USDA Direct Income	\$0.00	\$0.00	\$10,000.00
Totals:	\$0.00	\$0.00	\$180,000.00

Expenses	Amount Jan. 2023	Year-To-Date	Annual Budget
Insurances	\$0.00	\$0.00	\$875.00
Outreach	\$0.00	\$0.00	\$1,000.00
Website	\$0.00	\$0.00	\$500.00
Grant Writing	\$0.00	\$0.00	\$1,000.00
Seminars/Training	\$0.00	\$0.00	\$10,000.00
Professional Accounting Services	\$0.00	\$0.00	\$500.00
Annual Dues & Registrations	\$0.00	\$0.00	\$1,000.00
Contract for Services	\$0.00	\$0.00	\$90,000.00
UncategorizedExpenses	\$0.00	\$0.00	\$75,125.00
Totals:	\$0.00	\$0.00	\$180,000.00
Net Income/(Loss)	\$0.00	\$0.00	\$0.00

*Current Checking Account Balance (As of 01.27.2023): \$238,053.38

*Pending invoices from Lake of the Ozarks COG for October (\$5,552.99), November (\$4,014.93) and December 2022 (\$2,995.37).

Draft 2023 to 2025 Strategic Plan



Lake Area Community Development Corporation

2023 to 2025 Strategic Plan

Vision and Mission Statement

Vision: The purpose of the Lake Area Community Development Corporation (LACDC) is to assist low to moderate income individuals and/or families in gaining access to affordable, accessible, and/or universal design housing and to improve, promote, coordinate, and/or develop new affordable housing opportunities in the LACDC's service area.

Mission: Become the recognized central organization that implements housing programs and educates our community toward housing resources through effective relationships with all business and government entities involved in housing.

Campaigning the Cause

The LACDC has been established to respond to the current housing crisis, specifically addressing the lack of affordable and accessible workforce housing in the communities it serves. We will continue to solicit funding from federal, state, and local stakeholders to establish and operate the LACDC. Funds generated and received through various partnerships and other sources will be intended for community outreach and education programs as well as new collaboration and partnership opportunities.

Goals and Tasks

Over the next three years, LACDC aspires to:

- Develop opportunities for low to moderate income individuals and/or families to secure quality, accessible, and/or universal design housing that is affordable on a short-term and long-term basis
- Develop supportive service programs for low to moderate income individuals in accessing transitional and/or permanent housing (i.e., case coordination, case management, budgeting, job search, employment assistance/job training, transportation, home ownership education, etc.)
- Collaborate and partner with other not-for-profits in establishing a pipeline of support services needed to address housing needs and issues
- Educate the public, developers, builders, community leaders, local governments, and other community stakeholders on affordable, accessible, universal design housing
- Improve the quality of life and community development opportunities in the LACDC's service area by establishing networks for resource and information sharing
- Combat housing deficiencies by assisting community stakeholders in improving the livability, accessibility, and safety as well as the social and economic well-being of their communities
- Coordinate efforts within the LACDC's service area communities to ensure strategic development and implementation of plans to address community housing needs
- Identify housing needs and economic opportunities in the Lake of the Ozarks region
- Develop a coordinated research and analysis system and network
- Identify and develop cooperative efforts between community stakeholders and government agencies in achieving desired affordable, universal design housing outcomes
- Create community partnerships and collaborations for ongoing project planning and development
- Pursue a wide range of activities and projects, including, but not limited to, developing affordable housing, redeveloping existing properties to create mixed use (i.e., commercial/office projects, business recruitment/retention, commercial loans, etc.), and on-going property management portfolio for the purpose of carrying on its objectives and purposes
- Partner with private sector entities and individuals to pursue development opportunities consistent

with the corporation's charitable purposes – including , but not limited to, forming single purpose limited liability companies, limited partnerships, or other entities to develop and/or manage real property for the purpose of carrying on the corporation's objectives and purposes

- Enter contracts with public and private entities that may be necessary or expedient to carry on its objectives and purposes
- Engage in research, information sharing, skills development, and the implementation of projects and programs leading to community empowerment and community-based development
- Become a recognized Community Housing Development Corporation
- Unite local jurisdictions and create a Participating Jurisdiction Consortium so the LACDC service area communities receive sorely needed federal housing development funds directly, which would otherwise be competitively offered and distributed to other areas of the state
- Implement a strategy for addressing homelessness and chronic homelessness by seeking and applying for federal homelessness prevention grants
- Establish a footprint for success by providing LACDC's service area communities the resources and tools needed to address housing needs and issues
- Provide builders, developers, investors, and low to moderate income home buyers the knowledge, tools, resources, and opportunities to engage with and participate in sorely underutilized USDA programs
- Establish committees, subcommittees, and special purpose work groups, which will include LACDC Board members, public officials, realtors, banks, mortgage lenders, builders, developers, investors, private citizens, employers, and other stakeholders, to discuss and address housing needs and issues in the LACDC service area
- Create a marketing plan to establish the LACDC's purpose, mission, and vision within its service area
- Establish a positive economic impact in the LACDC's service area communities

Implementation of the Strategic Plan

To execute its Strategic Plan properly, the LACDC will need to create Community Engagement Committees and include all sectors of its service area communities before any partnership, collaboration, program, and/or other endeavor can be successful. The LACDC strives to engage with its service area communities and citizens as well as other stakeholders in its planning and development activities, implementation strategies, and execution processes. The LACDC also strives to maintain complete transparency on all its efforts and engagements. There will be four primary Community Engagement Committees created to carry out the activities and expectations outlined in the LACDC's Strategic Plan.

1. Planning Committee – Target Audience: Board of Directors, Partners, and General Public
 - ✓ Assignment and Oversight of Operations and Finances
 - ✓ Assignment and Oversight of Contracts
 - ✓ Assignment and Oversight of Personnel (Specifically the Executive Director should one be hired)
 - ✓ Assignment and Oversight of Committees
 - ✓ Strategic Planning and Strategic Plan Development
 - ✓ Assimilating Community Stakeholder Expectations

2. Public Relations Committee – Target Audience: General Public
 - ✓ Marketing Plan Development
 - ✓ Public Education, Outreach, and Awareness
 - ✓ Advertising, Brochures, Website, Social Media, etc. Oversight and Coordination
 - ✓ Identify Public Officials, County Decision-Makers, and Municipal Decision-Makers for Referral to Planning and Development Committee
 - ✓ Identify Developers, Builders, Banks, Investors, Mortgage Brokers, Realtors, etc. for Referral to Planning and Development Committee
 - ✓ Identify Housing Clients for Referral to Housing Resource Committee

3. Planning and Development Committee – Target Audience: Public Officials, Investors, Banks, Realtors, Mortgage Brokers, Housing Development/Building Professionals, and Employers
 - ✓ Research and Monitor Local P&Z Codes, Building/Development Regulations/Standards, etc.
 - ✓ Establish Relationships and Collaborate with Counties, Municipalities, and other Stakeholders to Create Housing Development Opportunities
 - ✓ Coordinate and/or Monitor Housing Design, Development, and Implementation Activities
 - ✓ Establish Relationships with Developers, Builders, Banks, etc.
 - ✓ Identify Potential Funding Sources and Incentivized Development Opportunities
 - ✓ Establish a Participating Jurisdiction Consortium and Identify a Lead Agency

4. Housing Resource Committee – Target Audience: Housing Clients (individuals/families who are homeless, in transition, relocating, desire home ownership, etc.)
 - ✓ Identify, Record, and Categorize Housing Clients (Homeless, Renter, or Home Buyer)
 - ✓ Identify, Record, and Categorize Housing Program Resources (Emergency, Transitional, Rental, USDA, VA, MHDC, Accessible, etc. Housing Programs)
 - ✓ Identify, Record, and Categorize Proper Housing Program Resource Referrals for Housing Clients
 - ✓ Assist Housing Clients with Housing Program Resource Application, Participation, and/or Housing Client Support Services (i.e., Case Management Services)
 - ✓ Housing Client Credit Counseling/Repair, Budgeting, and Other Housing Education-Related Programs (Specialized Services)
 - ✓ Community Liaison for Emergency, Transitional, Accessible, Affordable, Workforce, and Other Housing Programs

Each Committee would receive oversight from the Planning Committee and will present updates and/or reports to the Board of Directors at the LACDC's Board of Directors meetings.

Strategic Plan Performance Indicators and Measures

Indicator	Measure	Goal - 2023	Goal - 2024	Goal - 2025
LACDC Marketing Plan	Create a Marketing Plan to Successfully Steer the LACDC to Meeting its Goals/Expectations & Establishing Partnerships/Collaborations	Plan, Develop, & Execute	Execute	Execute
LACDC Community Engagement Committees	Create Community Engagement Committees to Successfully Steer the LACDC to Meeting its Goals/Expectations & Establishing Partnerships/Collaboration	Plan, Develop, & Execute	Execute	Execute
Establish Utilization of USDA Programs	Establish Housing Development Interests, an Inventory of Qualifiable Homebuyers, & Other USDA Program Opportunities/Interests/Qualifiable List of Consumers	Plan, Develop, & Execute	Execute	Execute
Community Outreach & Education Program	Implementation of Marketing Plan and Public Outreach/Education Programs	Plan, Develop, & Execute	Execute	Execute
Homelessness and Chronic Homelessness Prevention Programs	Implementation of Homelessness Prevention, Chronic Homelessness Prevention, Homelessness Intervention, and Community Homelessness Crisis Prevention Programs	Plan	Develop & Execute	Execute
Supportive Service Programs	Implementation of Various Supportive Service Programs for Housing Consumers and Homelessness Prevention	Plan	Develop & Execute	Execute
Participating Jurisdiction Consortium	Identify Jurisdictions for Participating Jurisdiction Consortium Creation & Establish the Participating Jurisdiction	Plan	Develop	Execute
Community Housing Development Organization	Establish the Experience and Requirements Necessary for Successfully being Identified as a Community Housing Development Organization	Plan	Develop	Execute
Establish Community Housing Development Organization Partnerships, Housing Development Projects, & Property Management Activities	Establish Partnerships with Private Sector Entities & Individuals for Housing Development & Property Management Projects	Plan	Plan	Develop & Execute