

Baseline Scenario	
Stewardship Mission	<p>Functions that OPAL does now or believes that it needs to do to support homeowners being successful stewards of their homes and protecting affordability and durability of the existing homes:</p> <ul style="list-style-type: none"> <li>• Provide accounting services for neighborhood associations;</li> <li>• Provide technical support for homeowners' care and maintenance of their homes;</li> <li>• Provide technical support for homeowners' associations for their management and implementation of the CC&amp;Rs and for broader legal or political community issues that effect them;</li> <li>• Provide technical support for household budgeting and re-financing homes;</li> <li>• Advocate for community networks, legislation and funding mechanisms that strengthen our community bonds and maintain the affordability and durability of the houses;</li> </ul>
Development Mission	<p>Complete Wild Rose Meadow            Add 4 more Living Legacy homes            New Donation money required to complete Wild Rose Meadow: ~\$500,000            Total Homes built/acquired by 2020: 95</p>
Financial:	<p><i>All Amounts Post-Wild Rose Meadow</i></p> <p>Endowment Income from \$500,000 (\$25,000/year to the operating budget)</p>
Organization	<p>2.0 FTE devoted to stewardship            +            1 FTE devoted to development/management</p> <p style="margin-left: 40px;">– Skills needed for stewardship FTEs:</p> <ul style="list-style-type: none"> <li>Mortgage financing and funding expertise</li> <li>Building and landscape maintenance</li> <li>Book-keeping and accounting</li> <li>Grant writing</li> <li>Support for board doing fundraising from individuals</li> <li>Community-building</li> </ul>

Target Scenario	
Stewardship Mission	Baseline activities, plus <ul style="list-style-type: none"> <li>• Build and help maintain community-building activities with residents;</li> <li>• Advocate for other types of legislative and funding mechanisms to support homeowners;</li> <li>• Provide technical support for homeowners in other ways beyond core budgeting and maintenance (insurance, wills, etc.);</li> </ul>
Development Mission	Baseline objectives, plus: Begin Owl Lane project in 2012; Complete Owl Lane project in 2013 (12 new homes) New land to be acquired: 0 acres (but \$200,000 loan for Owl Lane property must be repaid in 2011) Add 3 more Living Legacy homes, for a total of 7
Financial:	<i>All Amounts Post-Wild Rose Meadow</i> Cost of constructing Owl Lane houses: \$4.4 million Total subsidy required for Owl Lane: \$2.3 million Expected grants for Owl Lane project: \$675,000 Subsidy to be raised from other (non-grant) sources: \$1.7 million Annual operating budget: \$350,000 Endowment Income from \$1.5 million (\$75,000+/year in 2009 Dollars)
Organization	2.5 FTE devoted to stewardship + 2 FTE devoted to development/management

Optimistic Scenario	
Stewardship Mission	Baseline + Target activities, plus additional initiatives, such as <ul style="list-style-type: none"> <li>• Facilitate matchmaking between homeowners' and financial resources for cottage industry or other homeowner activities/goals.</li> <li>• Pursue initiatives and programs that, through group leverage, could enhance the quality and affordability of homeowners' lives (harnessing the power of the collective for activities such as health care, collective purchasing, etc.).</li> <li>• Build a commons' building for Opal Commons... Bonnie Brae? Wild Rose Meadow?</li> </ul>
Development Mission	All projects and activities of Baseline and Target, Begin Oberon Meadow project in 2015 (6 homes) Begin a new neighborhood project in 2017 (12 homes) Add 8 more Living Legacy homes, for a total of 15
Financial:	<i>All Amounts Post-Wild Rose Meadow</i> Cost of constructing new houses: \$13.5 million Total subsidy required for new houses: \$7.8 million Expected grants for two new projects: \$2.6 million Subsidy to be raised from other (non-grant) sources: \$5.2 million Operating budget (cumulative 2011-2020): \$4.4 million Stewardship Endowment (2020): \$3,000,000 Stewardship Endowment Income: \$150,000 (2020) Income from tax-based sources; cumulative beginning in 2012: \$3 million
Organization	2.0 FTE devoted to stewardship + 3.5 FTE devoted to development/management