



2011 Annual Report

Moving Forward as CLAM Grows

By the start of 2011, CLAM had doubled the number of affordable homes that we own and manage, providing eight permanently affordable homes for individuals and families. What an accomplishment! With that growth came broader responsibilities for tenant relations and property management. As well, it was time to replenish our property fund so that we are prepared for the next suitable property that becomes available.

Throughout 2011, the Executive Director and CLAM Board began implementing a plan of action to focus on these key areas, as described here.

Tenant and Property Management

CLAM has a diverse group of tenants living in our properties, ranging from infants to retirees. Among them are three families, with children from toddlers to teens. Although CLAM tenants have varied life experiences, they share an appreciation for the chance to have stable, affordable housing that they know they can count on. In 2011, CLAM's new Tenants Relations Committee began working with tenants to define mutual roles and responsibilities for living in CLAM properties. The goal is to nurture informed, trusting relationships with our tenants.

To manage our properties most efficiently, in 2011 CLAM developed a systematic approach to assessing the physical structures of our properties and determining ongoing maintenance needs. A spreadsheet we designed for this purpose is now being used to identify annual maintenance needs and cost projections. The major maintenance project in 2011 was putting a new, insulated roof on our four-unit Mesa Apartments in Point Reyes Station, adding energy efficiency and reducing heating costs for our tenants.



The new roof on CLAM's Mesa Apartments building in Point Reyes Station is providing greater energy efficiency and cost savings for tenants.

Funds for Future Properties

The notion of home has significance for people of all ages. In February 2011, CLAM initiated a collaboration with Gallery Route One's Artists in the Schools Program and West Marin School to offer 4th and 5th graders the opportunity to create a home in clay. The small, decorated clay houses were later displayed at the Point Reyes Library and at Toby's Feed Barn. The program, developed by ceramicist Virginia Ferguson, inspired a fun follow-on event for adults, the Clay House Workshop, which took place in October at the Brock Shreiber Boathouse. Funds raised from the workshop were applied to CLAM's property development fund.



The adult Clay House workshop, held on the shore of Tomales Bay, created lovely art pieces while adding to CLAM's property fund.

The property development fund got a big boost later in 2011 when a generous local donor offered a \$30,000 challenge grant, to be matched dollar for dollar if CLAM raised the same amount from individual donors. Although there was no deadline on meeting the match, members and friends of CLAM responded to the challenge with gusto, exceeding the match before the end of the year, adding \$63,000 to CLAM's capital fund.

Other News: Housing Policy

In a great example of coastal affordable housing groups speaking as one with county planners, CLAM and the Bolinas Community Land Trust worked cooperatively throughout 2011 to advocate for the inclusion of realistic and effective affordable housing policies in three government documents under review. As a result, we have strong hopes that the Local Coastal Program Update, the Marin County Housing Element, and the Marin County Development Code will reflect our recommendations for policies that streamline the process to create affordable housing in the coastal zone.

Leadership Transition

An organization's ability to manage change is fundamental to its success. With the departure of Executive Director Sam Grant in September 2011, the CLAM Board appointed Bonnie Guttman as Interim Executive Director. Bonnie was intimately familiar with CLAM, having served for several years as CLAM's Program Assistant. Bonnie effortlessly took charge and devoted herself to preparing CLAM for new executive leadership. As a first step, Bonnie facilitated the hiring of Piro Ishizaka as Operations Manager. Bonnie then worked closely with the Board's Transition Committee to prepare for a smooth transition process and a new Executive Director. CLAM is grateful to

Bonnie and Piro for their contributions during that process. In February 2012, CLAM hired Kim Thompson as our new Executive Director.

Other 2011 Highlights

- Redesign of CLAM website: Take a look at our updated website at clam-ptreyes.org
- Workshop on Second Units: CLAM sponsored a half-day panel discussion on the challenges of creating second units in West Marin
- Community Conversations #7—Challenges Facing Young Families: CLAM Board members participated in creating this well-attended daylong workshop on how young families can remain in West Marin

CLAM 2012 Preview

Executive Director Kim Thompson, who began in March 2012, has quickly come up to speed in her new leadership role. In addition to her day-to-day responsibilities, Kim is preparing CLAM to increase its capacity as we move into our second decade. CLAM is investigating the potential to convert the Inverness Valley Inn to an affordable housing community. In its early stages, the project has strong support from Marin County and the Marin Community Foundation.

CLAM will continue to focus on building up our property development fund as we look for the next property suitable for CLAM to add to the community's stock of permanently affordable homes. Please contact us if you hear of properties that may be coming onto the market for sale. In addition to offering rental homes, CLAM continues to seek a property suitable for individual home ownership as part of the housing land trust.

CLAM Board and Staff

Board

Maureen Cornelia, *President*
Nancy Vayhinger, *Vice President*
Susan Brayton, *Secretary*
Rishi Schweig, *Treasurer*
John Fernandez
Lorraine Fisher-Smith
Maggie Levinger
Kerry Munger Livingston
Marshall Livingston
June McCrory
Susan Scott

Staff

Kim Thompson, Executive Director
Piro Ishizaka, Operations and Property Manager

Members, Friends, and Institutional Supporters: January 1, 2011–May 1, 2012

CLAM gratefully acknowledges the following members, friends, and institutional supporters whose contributions are vital for CLAM to achieve its goals.

Nancy Adess	Hally DeCarion	Jack Kramer, Point Reyes Nation & West Marin Community Event Library
Alden and Leslie Adkins	Cathleen Dorinson	Jane and Mark Kriss
Mark and Laura Alderdice	Alice and Charles Eckart	Robert and Mary Kroninger
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Molly Bourne, M.D.	Susan Hayes	June McCrory
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Susan Brayton	Susanna Henderson	Barbara and Gerald Meral
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Christa Burgoyne	Martha Howard	Bridger and Katherine Mitchell
Susan Burns	Inverness Association	Julie and James Monson
Jim and Pamela Campe	Inverness Foundation	Salihah Moore
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 Margo Wing
 Nancy Vayhinger and Stuart Davidson
 Anne Vitale, Ph.D.
 Tanis Walters
 Kate Wilson

2011 Financial Report

ASSETS

Cash	\$ 177,286
Property	\$2,011,064
Depreciation	\$ (181,382)
Other	\$ 1,468
Total Assets	\$2,008,436

LIABILITIES

Property - long term	\$ 901,902
Current	\$ 3,750
Total Liabilities	\$ 905,652

2011 Report of Expenditures

EXPENSES

Programs & Property	\$ 145,231
Administrative	\$ 9,108
Fundraising	\$ 8,966
Total	\$ 163,305

