Report from the Office of the City Adminstrative Officer

Community Benefits Analysis for Proposed Non-Profit Lease

This document is an example of a community benefit analysis conducted by Black Thumb Farm (BTF) and Los Angeles Neighborhood Land Trust (LANLT). This analysis serves as a foundational step toward municipal partnerships for land access. Explore this resource to assess how your non-profit can go about its own community benefit analysis for accessing city-owned land to farm.

BLACK THUMB FARM | LOS ANGELES NEIGHBORHOOD LAND TRUST

Note:
In this document, Black Thumb Farm has shared their estimated organizational costs, offsets, and budgets for publishing with the goal of supporting other urban farms in setting realistic goals and expectations for land access and programming. Some wages, expenditures, and titles in this document have been redacted or altered.

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I.Proposed Lease Terms and Conditions	
Facility Location:	10702 Sharp Avenue, Mission Hills, CA 91345 (Community Garden) in Council District 7
Lessee:	Primary lessee: Los Angeles Neighborhood Land Trust (LANLT) Sub-lessee: Black Thumb Farm (BTF)
Council File Reference:	C.F. 24-1436 (Adopted by City Council on 3/14/2025)
Space Assignment:	Approximately 100,937 square feet (APN# 2617-014-903)
Term and Renewal Option:	20-year term commencing upon execution, with no options to extend.
Market Rate:	$0.51 per square foot or $617,734.44 annually
Proposed Rental Rate:	$0.00 during the initial term, and rates are subject to re-negotiation at the discretion of the City.
Tenant Improvements, Maintenance, Utilities, and Custodial Costs:	Lessee shall be financially responsible for all tenant improvements, activation and operation of the lot, maintenance, utilities, custodial, and landscaping.
II.History and Current Services	
Mission:	LANLT's mission is to contribute to the equity and well-being of the neighborhoods through the development of parks, gardens, and community-driven programs. BTF's mission is to empower the youth and local community, specifically of Black, Indigenous, or people of color, through the operation of urban farms and gathering spaces in the San Fernando Valley.

Vision:	LANLT envisions Los Angeles to become a city for every resident to easily access safe and thriving greenspaces, regardless of their zip code. LANLT is committed to transforming underutilized land into community-centered parks and gardens that foster health, connection, and environmental stewardship. BTF envisions a deeply interconnected world where youth and communities exercise communal sovereignty over land, seed, and food systems to live with dignity, beauty, and joy.
Background / History:	LANLT was founded in 2002 to address the park inequities in Los Angeles. Since 2002, LANLT has added 22 acres of accessible green space by helping to create 30 urban parks and community gardens. As a result, LANLT serves over 500,000 Angelenos living within a 10-minute walk of those green spaces. BTF was founded in 2020 and has been active in the Mission Hills/Panorama City/Arleta area. BTF has been operating a leased garden space in Panorama City since the summer of 2021, providing free produce to youth and low-cost produce to the local community. Its operations have grown since its founding to include five land-based programs that serve over 300 people annually.
Current Services:	LANLT's current services: • Community engagement, design, construction, and management of parks and green spaces in Los Angeles. Current redevelopment sites include 11th Avenue Park, Maywood Riverfront, and Watts Towers Arts Center. • LANLT hosts community events and programs, including fitness, arts, mental health, and educational workshops. In 2024, over 4,500 participants engaged in park activations.

	• Gardening Apprenticeship Program is a nine-month program for Black and Latinx youth at Fremont High School, teaching gardening, food literacy, and leadership. Since 2012, over 350 students participated. • LANLT protects city and state funding for parks, partners with advoacy groups on housing, transportation, and the built environment, and ensures local needs guide broader legislative agendas. BTF's current services: • Farm Hands is a free, weekend gardening program for teenagers from 9th through 12th grade. All produce grown from January through May is donated to the Farm Hands participants. • Youth in Bloom is a program for 14 through 19 year olds dedicated to workforce development, with an emphasis on urban agricultural work. Youths work at the farm for two to three days a week for six weeks in the summer to maintain and harvest produce and flowers in order to supply the Community-Supported Agriculture program and the Farm Stand. Youths gain farming skills, customer service experience, and leadership skills. They also attend life skills workshops rooted in work experience, such as resume building and interview skills. • Neighborhood Nourishments are free, public workshops centered around culturally or seasonally relevant events such as Dia de los Muertos, the winter solstice, Black History Month, and a Seed Swap in honor of the spring equinox. • Farm Visits is a field trip program for middle school students through adults to experience a day at an urban farm, learning more about urban agriculture, practicing skills necessary for growing their own food, and engaging in a safe, green space.

III. Community Benefits Analysis

Value of Direct Services:

A. Value of Dedicated Staff: $_____

LANLT: $_____

Staff	Rate	Annual Cost
(2) Administrative Oversight	$___ per hour for 250 hours per year	$_____
	Total	$_____

BTF: $391,603.68

Staff	Rate	
Executive Director	$____ Full time Salary with taxes	$_____
Director of Operations	$____ Full time Salary with taxes	$_____
Kitchen Program Coordinator	$____ Full time Salary with taxes	$_____
Outreach and Communications Coordinator	$___ per hour for 40 hours per week for 52 weeks	$_____
Farm Educator	$___ per hour for 40 hours per week for 52 weeks	$_____
	Total	$_____

B. Value of Services to Participants: $112,678.00

LANLT: N/A

BTF: $112,678.00

Item	Detail	Annual Value
Farm Hands	Estimated market value of $20,600 in produce with estimated programming cost of $18,000 for a $200 fee valued program for 90 youths	$38,600.00
Youth in Bloom	Stipends of $18 to $20 per hour for 82 to 102 hours for 15 youth participants with programming cost of $6,500 for supplies and guest teachers	30,332.00
Produce	Value of donated and discounted produce estimated at market rate	15,500.00
Neighborhood Nourishment	Estimated value of $20 per attendee for approximately 60 attendees for four events with $5,800 in supply cost	10,600.00
Farm Visits	Eight field trips per year valued at $1,800 per visit less a discounted rate for Public and Title I schools paying average of $850 per visit	7,600.00
Green Space Access	Value of $15 entry fee for 450 community members offered for free	6,750.00
Seeds Distribution	Free seeds and seedlings distributed	3,296.00
	Total	$112,678.00

Value of Operational Budget:

C.Value of Operational Budget: $91.264.00

LANLT: $20,000.00

Item	Annual Cost
Property Insurance	$20,000.00
Total	$20,000.00

BTF: $71,264.00

Item	Annual Cost
Administrative Cost (employment insurance, accounting, software, and office supplies)	$28,352.00
Initial Design and Development (design, survey, utility installation, and building garden/growing spaces - $350,000 calculated over the 20 year term)	17,500.00
Landscape Design and Maintenance	12,500.00
Utilities (power, water, trash)	6,500.00
Media and Marketing	6,412.00
Total	$71,264.00

Additional Offsets/ In-Kind Services:

D. Value of Additional Offsets: $9,715.08

Item	Detail	Annual Offset**
Volunteers	150 volunteers donating at least 3 hours annually at a hourly value of $34.79	$15,655.50
Kellogg Soil	$10,500 in donated soil and $204 in soil amendments	10,704.00
LANLT Technical Assistance	$50,000 total in the first three years	2,500.00
Olle Garden	Donated garden beds valued at $3,661.50	183.08
Fernandeño Tataviam	Donated trees valued at $450 total	22.50
Los Angeles Reforms for Equity and Public Acknowledgment of Institutional Racism Grant	$387,000 in City Grant contributions	(19,350.00)
	Total	$9,715.08

**All offsets except volunteer contribution and Kellogg Soil donations are calculated over the 20-year term.

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Total Community Benefits:	**$625,260.76** annually (=A+B+C+D above)
Market Value for Leased Space:	**$617,734.44** annually
Benefits Finding and Recommended Action:	Community benefits estimated at **$625,260.76** annually exceed the annual market value of **$617,734.44** for the leased space by **$7,526.32**. Approval of the proposed lease terms is recommended on the basis that the value of the community benefits exceeds the market value of the leased space.

Work Assignment Number	Analyst	Chief	Assistant CAO