

Vision: We envision an AIDS-free world built on a foundation of equitable access to housing and health care.

Mission: Clare Housing provides a continuum of affordable and supportive housing options that create healing communities and optimize the health of people living with HIV/AIDS.

| | | |
|---|---|--------|
| Clare Housing Board Meeting Tuesday September 23rd 4:00 – 6:00 pm In Person: 929 Central Ave. NE, Minneapolis 55413 | Strategic Framework Focus Areas: 1 Our People 2 Preservation and Growth of Housing Units 3 Service Enhancement and Growth 4 Advocacy and Public Policy | |
| ----- Agenda Topics ----- | | |
| Welcome, Introductions & Housekeeping | Mark | 4:00 |
| Strategic Framework, Mission, Vision | Mark | 4:05 |
| 1. Approval of Consent Agenda – motion required a. Agenda b. Board Minutes 7.22.25 c. Outcome Dashboards d. Finance Committee Minutes July, August 2025 e. Properties Committee Minutes September 2025 f. Executive Committee Minutes August 2025 | Mark | 4:08 |
| 2. Declaration of any Potential Conflict of Interest | Mark | 4:10 |
| 3. Advancement a. Capacity Building Campaign Resolution – motion required b. A Place to Call Home is tomorrow! c. Board Giving update | Jenny/Frances | 4:10 |
| 4. Clare Apartments Recapitalization Closing a. Clare Apartments Resolution - motion required b. Seller Resolution – motion required | Phoebe/Shawn | 4:30 |
| 5. Board Member Development a. Board Member Nominees for 2026 - motion required b. Board Member Liaison to Resident Advisory Council Report Out | Shane | 5:00 |
| 6. Finance a. August Financials b. 2026 Budget Timeline | Zach | 5:20 |
| 7. Executive Director Report a. Report & Indigo House Tours | Phoebe | 5:30 |
| 8. Other Business | Mark | 5:45 |
| Upcoming Events <ul style="list-style-type: none"> • A Place to Call Home annual fundraiser 9/24, 12 – 1pm Fillmore • Indigo House Tours (2 options) for Staff and Board: 2613 3rd Ave S <ul style="list-style-type: none"> ○ September 25th 9 – 11am & September 29th 4 – 6pm • SAVE THE DATE: Art of Gratitude Donor Recognition event October 25th from 4-6 pm at 240 Park Ave, Minneapolis. | | |
| Executive Session (as needed) | | |
| Adjourn | Mark | 6:00 1 |

Clare Housing Board of Directors Minutes

Tuesday, July 22, 2025

4:00pm – 6:00pm

In-Person (Clare Apartments) / Virtual Meeting

Board Members Present, In-Person: Mark Lasswell, Michael Staufacker, Bill Kos, Maggy Otte, Larry Dunivan, Amanda Janzen, Chris Robert, Julie Huck, Miranda Wilson (arrived at 4:14pm), & Claire Fleming (arrived at 4:30pm).

Board Members Joining Virtually: Kelsey Vatsaas, Patrick Ingram, Gage Urvina (left at 5:00pm), & Shane McAllister (left at 5:15pm).

Board Members Absent: Mary Novak & Rose Teng

Staff Members Present In-Person: Phoebe Trepp, Leah Cameron, Jenny Harding, Jon Heilig, Olivia Mackert, Madeleine Hammerlund, Alex Baumhofer, & Mike Greenstein.

Staff Members Present Virtually: None

Guest(s): Frances Roen, Fundraising Sol

Call To Order/Staff Introductions: 4:03pm (**M. Lasswell**)

1. Approval of Consent Agenda: (M. Lasswell)

- a. Agenda
- b. Board Meeting Minutes 5.20.25
- c. Outcome Dashboards
- d. Finance Committee Minutes April, May, & June 2025
- e. Properties Committee Minutes July 2025
- f. Executive Committee Minutes July 2025
- g. Authorization For Grant Agreements/Amendments From MHFA: 1) Housing Trust Fund & 2) HOPWA

**Action taken: L. Dunivan moved to accept the Consent Agenda; second by M. Staufacker; No further discussion. Motion carried.*

2. Declaration of Any Potential Conflict of Interest: None Declared

3. Finance: (M. Greenstein)

- a. Updated Finance Policies via Finance Committee
- b. Signing Authority Resolution
- c. June Financials

Discussion:

- a. Mike spoke on behalf of the Finance Committee and explained that the Finance Committee has been working very diligently on reviewing and putting together these updated finance policies. Mike reminded the board that they can review this document as it is located in their board packet. Mike noted that the full Finance Committee has approved the updated policies. Mike stated that the board took a philosophical approach when wading through this process with an emphasis on taking out procedures and focusing on policies. Mike reminded the board that all finance authority rests with the board of directors as a whole as it is their fiduciary responsibility. Mike pointed out some highlights which included the responsibilities of the Board, Finance Committee, and responsibilities of staff. Mike shared that there is an investment policy along with a purchasing policy which identifies who has the authority and at what level to do so. The levels are identified as Level 1, Level 2, Executive Director Level, and the Finance Committee Level. Mike reported that funds (grant dollars) from the federal government need a single audit, and this audit process needs uniform guidance and that the Finance Committee articulated the guidelines for this process. Mike pointed out that the updated finance policies include record retention, corporate credit card policy, and that the board will have to annually approve specific signing authority by name. Mike fielded questions from the board, and M. Laswell inquired about the corporate credit card approval process. O. Mackert explained the credit card approval process and the safeguards that are in place. Phoebe mentioned that all of her monthly expenses get approved by Mike and that Zach P. (controller) does not have a corporate credit card.

****Action taken: The Finance Committee is recommending the approval of the 2025 Updated Finance Policies; second by J. Huck; No further discussion. Motion carried.***

Discussion:

- b. Mike directed the board to the Grant Signing Authority Resolution located in their board packet. Mike stated that this resolution identifies who in the organization can enter into contracts on behalf of Clare Housing, execute licenses, sign checks, & open and close accounts. Mike mentioned that he and Zach P. can't sign checks and this reflects separation of duties. This resolution is coming from the Finance Committee, and they are requesting a retroactive date of January 1, 2025. M. Wilson asked if anything has happened since January 1st that the board should be aware. Mike responded no and indicated that these are the same individuals and there have been no exceptions.

****Action taken: The Finance Committee is recommending the approval of the Grant Signing Authority Resolution Retroactive To January 1, 2025; second by C. Robert; No further discussion. Motion carried.***

Discussion:

- c. Mike reviewed the June financials with the board and reminded the board that the financial dashboard can be found on page 25 of their board packet. Mike reported that YTD revenue is down \$161,000 versus budget. Mike stated that this is mostly related to timing and that program expenses are less than budget which is helping offset the revenue deficit. Mike pointed out that contribution income is \$38,000 less than budget but again this is related to timing. Mike feels good that income/expenses are on track to make year-end projected budget numbers. Mike stated that salary expenses are running a bit high but stated this is related to timing of the June payroll deadlines. Mike believes that the salary expense line will be right on track for year-end. Mike reported that cash investment funds are strong with \$3.3 million and operating cash

of \$500,000. Mike noted that future impacts to funding would most likely not have major implications to this year's budget but could greatly impact the 2027 budget.

4. Board Member Development: (S. McAllister & P. Trepp)

- a. Board Member Liaison to Resident Advisory Council
- b. Seeking 2-3 Final Nominees for 2026 (see priorities)
- c. Next Meeting: Tuesday, Aug 12th Noon-1pm

Discussion:

- a. M. Staufacker inquired about a topic that was explored in November 2023 of having a Clare Housing Resident possibly serve on the Board of Directors. There was much discussion at that time of the pros and cons of this engagement possibility including concerns of confidentiality. Phoebe shared with the board that she attended the Resident Advisory Council in June to gather their input about having a Resident Advisory Council Member attending the Board of Director's meetings or the option of having a Board Member attend the Resident Advisory Council meetings to start establishing a more open line of communication between the two bodies. Phoebe reported that the consensus from Resident Advisory Council Members was that they would prefer and appreciate a member from the Board of Directors attending the Resident Advisory Council meetings. Phoebe had J. Heilig (staff liaison to the resident advisory council) share more information about the Resident Advisory Council, their Mission, and logistics for their monthly meetings. Phoebe asked if there was any interest from any board members who might be willing to be the Board Liaison to the Resident Advisory Council. C. Robert asked a couple of questions and stated that they would have to check their availability before officially committing.
- b. Shane directed the board to page 32 of their board packet to review the current board demographics and shared with the board that the Nomination's Committee met in June and wanted to let the board know that we are seeking 2-3 individuals for the 2026 board class. Board nominee candidates should meet the following criteria: Have a personal belief in and commitment to the mission of Clare Housing, availability to attend the majority of board meetings, participate in 2-3 annual events, and serve on at least one committee of the board. The following are the priorities for specific board member recruitment: 1. Seeking expertise in: Legal, HR, Fundraising, Volunteer Program Management, Equity and Inclusion Work, Harm Reduction & Housing Services. 2. Prioritizing nominees with the following personal experiences: HIV+, Homelessness/Housing Instability, People of Color specifically those who identify as Black African American and African Born, Hispanic, and Native, and people who identify as Transgender. 3. Seeking people who are good connectors – people eager to do things like hosting HIV and Housing 101 sessions (online intro to Clare led by staff), connecting Clare to in-kind donations and/or to new Corporate Sponsors. People who enjoy networking and connecting. Shane reported that the next meeting of the Nomination's Committee will be held at Clare Apartments on Tuesday, August 12th from Noon-1pm and encouraged all board members to reflect upon and identify if someone they know in their personal or professional lives that might be a good fit for Clare Housing's Board

of Directors and forward those names onto the Nomination's Committee before August 12th. P. Ingram made a suggestion for a potential nominee as this individual is a lawyer. J. Huck stated she may have a nominee suggestion in the property management field. C. Fleming asked if the board has ever thought about adding a former resident to the Board of Directors. In conclusion, it was noted that Mark L. & Amanda J. will be leaving the board at the end of the year as they both have fulfilled two consecutive three-year terms.

5. Advancement: (J. Harding & Frances Roen)

- a. Pre-Campaign Planning Update: Preparing for Feasibility Study & Working Campaign Goal

Discussion:

Jenny introduced Frances Roen, Founder and CEO of Fundraising Sol. Jenny distributed a handout titled "Clare Housing Proposed Campaign Snapshot". Jenny emphasized the importance of being nimble and flexible during the pre-planning campaign process phase. Jenny went through the handout and updated the board on the progress of the Campaign Pre-Planning Committee. Frances reminded the board that information provided today is fluid and still in draft form and encouraged the board to take some time to pause and reflect and provide any feedback that they may have in the coming weeks. The handout touched on a variety of themes for the Campaign including Why Now?, Campaign Purpose, Proposed Objectives such as Expand Housing, Enrich Services, and Fuel Statewide Impact. Other themes addressed were the Philanthropic Goals, the Campaign Pre-Planning Process and What We Need From The Board such as Feedback, Engagement, and Support. The groundwork that has been completed so far will help to launch a successful and meaningful feasibility study. Frances was able to give a generalized overview about campaign timelines and answer questions from board members. The Campaign Pre-Planning Committee Members are Phoebe Trepp, Jenny Harding, Zach Petroski, Kelsey Vatsas, Michael Staufacker, and Joanne Kosciolek. Initial goals for the campaign are a Public Funding Goal of \$41M with a Philanthropic Goal of \$5.5M-\$6.5M.

6. Executive Director Report: (P. Trepp)

- a. Current & Potential Financial Impacts & Related Planning
- b. Indigo House Timeline
- c. Real Estate Updates (Clare Apartments & Clare 5)

Discussion:

- a. Phoebe briefly reported on the July dashboard in her Executive Director Report and noted no dramatic change has occurred in project status updates. She mentioned the areas of focus in which are currently high on her radar include possible financial impacts to the 10 current grants Clare Housing receives. Staff and leadership have been working together and drilling down into each specific grant to help identify possible impacts to the agency. Mike G. and L. Dunivan have started having conversations around scenario planning for any such impacts.

- b. Phoebe had Alex Baumhafer and Leah Cameron give updates on Indigo House. Alex stated that they have filled some staffing positions from within the organization and a couple from outside the organization. Alex stated that they have a couple of more open positions that they hope to fill soon. She stated that Indigo staff leadership will be focused on exploring and learning the space and culture of the community that they will serve. Alex is hoping to collaborate with the Hotel to Housing Program and the Red Door Clinic for possible client referrals. Leah reported that the Indigo renovations are coming along nicely and are under projected budget. Leah is hopeful that the Program will open in late August or early September.
- c. Phoebe pointed out to the board that Advocacy outcomes are now part of the board packet and gave a shout out to Madeleine H. for putting these outcomes together and for all of her tremendous work she has accomplished in the short time she has been with the agency. Advocacy big wins include 11 meetings with elected officials since February 2025, 230 advocacy contacts made, and that Madeleine is working with supporters who want to share their lived experience story.

Phoebe reported that they have contracted with Jess Pierce, Cultural Reset Consultant to help focus on agency culture and that designated grant dollars will fund this project.

Phoebe ended her report by giving an update on the renovation project at Clare Apartments stating that Olivia Mackert has been working diligently with all parties involved in helping this project continue to move forward. Phoebe mentioned that they hope to "close" on the project in October and start construction sometime in November. Phoebe mentioned that they have submitted the final Clare 5 project application to the City of Minneapolis.

7. Other Business: (M. Lasswell) None Noted

Upcoming Events/Announcements: (All)

- Charity Bingo – TONIGHT 7/22 at Roxy's Cabaret, Starts @ 7pm
- Because We Fought – Celebrating Historic HIV Investments: Thursday 7/31, 4:30pm-6:30pm (short agenda at 5pm) at Broken Clock Brewing
- MN Twins BOD Night – Thursday, August 14th @ 6:40pm

Executive Session: (As Needed)

Executive Session Not Held.

Adjournment: (M. Lasswell)

The Meeting was Adjourned at 5:30pm.

ADVANCEMENT TEAM

Outcomes Report as of August 31, 2025

Prepared September 2025

| Priorities | Measurable goals | YTD Actuals |
|---|---------------------------|-------------|
| Increase donor engagement/outreach through frequent events that include opportunities to socialize and/or volunteer activities. | 12 or more events | 15 |
| Attract new donors and prospects through outreach. | 200 new donors | 59 |
| Build our portfolio of communication assets – client and donor stories and photos | 7 or more profiles | 3 |
| Make major gift and Journey Home Circle asks | 44 MG asks 16 JHC asks | 14 15 |

Digital Metrics:

E-news

| | August |
|--------------------|------------------------|
| recipients | 3082 |
| opens | 1134 |
| open rate | 37.2 |
| time sent | Thurs, Aug. 14, 7:00AM |
| click through rate | 1.7 |
| unsubscribed | 6 |
| most unique clicks | Andre profile |
| Number of clicks | 54 |
| type of content | Resident profile |

Social

Facebook

| | |
|----------------------|---------------|
| | August |
| Total Reach | 3.1k |
| Followers | 2446 |
| | Andre profile |
| Most successful post | |
| Reach | 1.1k |
| Likes/Reactions | 144 |
| Shares | 3 |
| Comments | 3 |

Instagram

| | |
|----------------------|--------------------------------|
| | August |
| Total Reach | 1.5k |
| Followers | 407 |
| | Post legislative session party |
| Most successful post | |
| Reach | 1.2k |
| Likes | 21 |
| Shares | 3 |
| Comments | 0 |

LinkedIn

| | |
|----------------------|---|
| | August |
| Impressions | 843 |
| Followers | 468 |
| | Tie: Thank you Target volunteers / Join us at the Fillmore (8/1 post) |
| Most successful post | |
| Reach | 138/138 |
| Reactions | 10/8 |
| Clicks | 10/2 |
| Reposts | 1/3 |
| Comments | 0/0 |

Other measures and tracking:

| Measure | Actual YTD |
|--|---------------------|
| # of donors giving major gifts | 8 |
| # of donors giving this year at the JHC level | 39 |
| # of recurring/monthly donors | 84 |
| # of cultivation plans outlined and documented | 41 |
| # of tabling/informational events | 29 |
| # of 1:1 donor visits | 46 |
| # of Place to Call Home table hosts | 54 hosts, 44 tables |
| # of Place to Call Home attendees | n/a |
| # of grant proposals submitted | 22 |
| # of sponsorship requests submitted | 37 |

Capacity building campaign update:

Staff and the pre-planning committee had a brief pause in August as our campaign consultants worked on finalizing the executive summary.

Comments:

Total of new donors does not include anonymous donors for whom we have no contact information; most of these are through corporate payroll giving and social media. Based on the registrations for A Place to Call Home, we expect to see a bump in the number of new donors in September.

Goal for JHC asks was recalibrated from 48 to 16, based on the number of prospects in active, responsive contact.

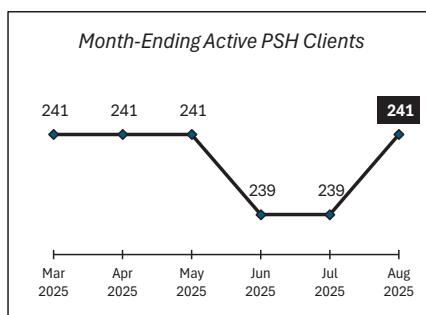
More than 400 guests are registered for A Place to Call Home, the largest number post pandemic.

Update: Private Donor Event (7/27): attended by 20 households (30 guests), host household and four staff. The 20 attending households were capacity-qualified, and the pitch (CB) included a gift consideration of \$10k as one option. *The above Major Donor Ask # now only includes the host household; the spirit of above goal is direct 1:1 asks, rather than in a group setting.* Pre-event: \$6,500 raised; Host match: \$5,000; Day of event: \$8,900 = **\$20,400**

% goal (\$110k) of awarded / received sponsorships: **111%**

PSH* Metrics Summary

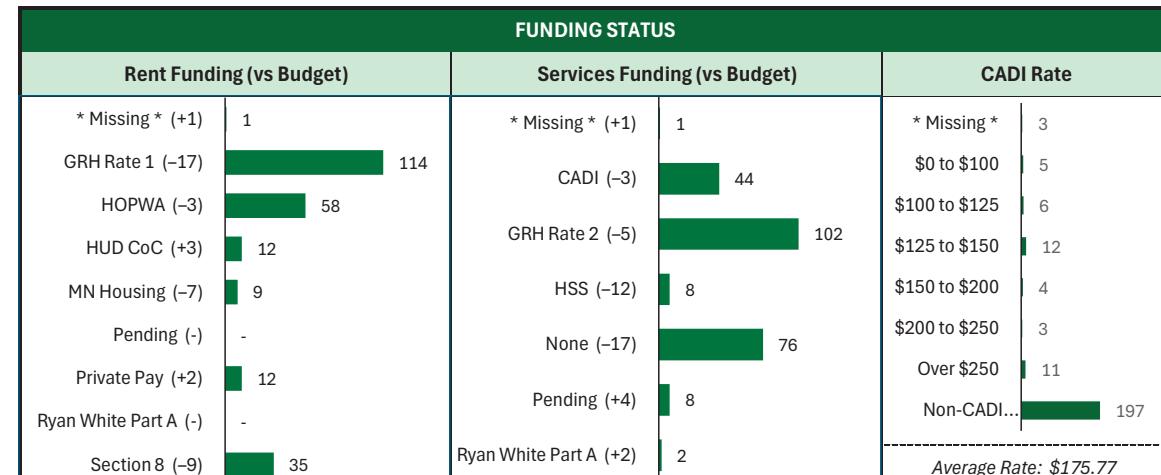
as of 8/31/2025 - Current Month



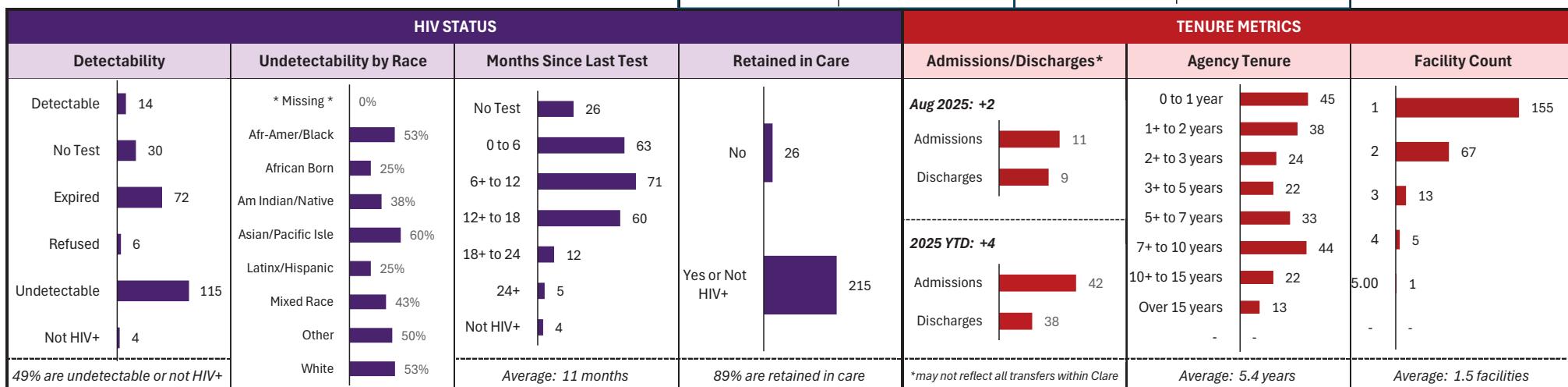
Selected Locations

Clare Apartments
Clare Midtown
Clare Terrace
Marshall Flats
Agape Dos
Damiano House
Grace House
Scattered Sites

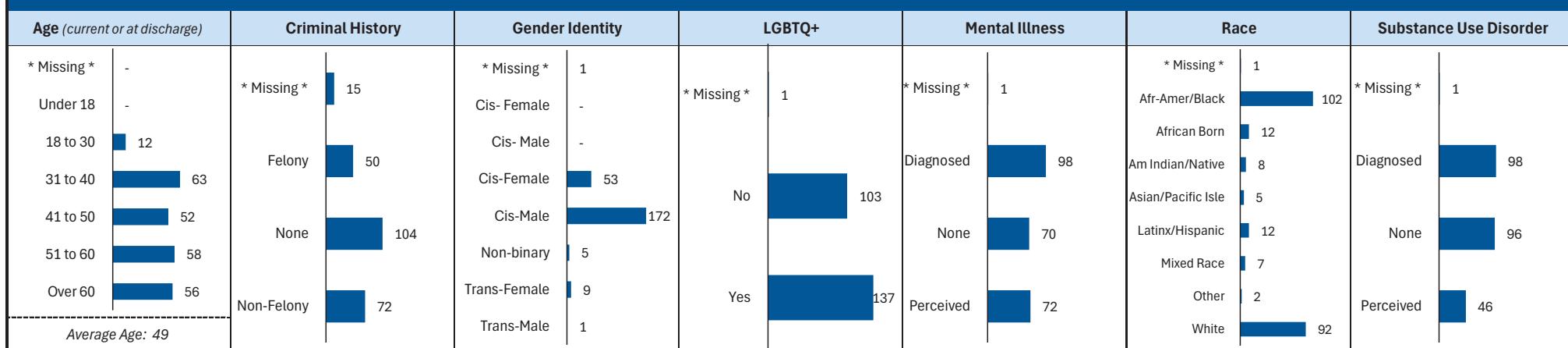
data is current as of 9/3/2025



HIV STATUS



GENERAL DEMOGRAPHICS



Health Programs - Clare Housing Monthly Outcomes Report
August 2025

Project Undetectable (PU)

| Site | Number of Client Served Year to Date | Completed: To Date | Pending/Not Due | Scheduled for the Community Paramedic | Detectable or no test | Months Since Last Test | | Percentage Completed |
|-----------------|--------------------------------------|--------------------|-----------------|---------------------------------------|-----------------------|------------------------|----------------|----------------------|
| | | | | | | Past 6 months | Past 12 months | |
| Clare NE | 34 | 33 | 1 | 0 | 0 | 0 | 1 | 97% |
| Midtown | 43 | 23 | 16 | 0 | 5 | 4 | 4 | 62% |
| Terrace | 37 | 27 | 4 | 0 | 5 | 6 | 0 | 89% |
| Marshall Flats | 34 | 30 | 4 | 5 | 3 | 2 | 0 | 89% |
| Scattered Sites | 85 | 30 | 25 | 0 | 11 | 25 | 22 | 64% |
| Care Homes | 12 | 11 | 1 | 0 | 1 | 1 | 0 | 91% |

Program Update: Quarterly Viral Lab Draws

Clare Housing is partnering with HCMC's Community Paramedic team to provide quarterly viral lab draws for residents. This on-site service will rotate through all four primary buildings, with Scattered Sites residents invited to participate at one of the scheduled locations.

Recent and Upcoming Lab Draws:

- **Pending – Marshall Flats:** 3 residents scheduled to complete labs
- **October 15th – Clare Terrace:** 2 residents scheduled to complete labs

Community Engagement / Outreach

- Attended the **MN LGBTQ+ and HIV Long-Term Care Bill of Rights** monthly coalition call

Home Care Program Overview

Current Client Status:

| | | |
|----------|------------------|---------------|
| Category | Clare Apartments | Clare Midtown |
|----------|------------------|---------------|

| | | |
|-------------------------------|----|----|
| # Current Clients | 32 | 43 |
| # Clients in Home Care | 17 | 16 |
| # Open Units for CADI Clients | 1 | 3 |
| # In Assessment Process | 2 | 1 |

Home Care 90-Day Assessments

| | | |
|----------------------|------------------|---------------|
| Assessment Status | Clare Apartments | Clare Midtown |
| Total Residents | 17 | 16 |
| Completed This Month | 4 | 5 |
| Due Next Month | 3 | 1 |
| Overdue | 2 | 0 |

Home Care Annual Assessments

| | | |
|----------------------|------------------|---------------|
| Assessment Status | Clare Apartments | Clare Midtown |
| Total Residents | 17 | 16 |
| Completed This Month | 2 | 2 |
| Due Next Month | 0 | 0 |

Monthly Advocacy Outcomes Report
Prepared on: Sept 17th for the months of: Aug 2025, Sept 2025

Meetings with Elected Officials

Goal for the year: 12

of elected official meetings and Names/Party (w/ staff or officials):

- July 2025 **1 meeting** with MN State Official
 - 7/21/25 - MN Senator Doran Clark (District 60) at NE Park Fest, Tom and I elevated the anticipated +55-Clare building to be developed in MN District 60.
- June 2025 **4 meetings** with Federal Representatives
 - 6/2/25 - Offices of US Congresswoman Michelle Fischbach, GOP, MN Offices Staff
 - 6/4/25 - Offices of US Congresswoman Betty McCollum, D, DC Offices Staff
 - 2 Constituents Present for virtual call
 - 6/6/25 - Office of US Congressman Brad Finstad, GOP, DC Offices Staff (Phoebe)
 - 6/6/25 - Offices of US Congresswoman Michelle Fischbach, GOP, DC Offices Staff (Phoebe)
- May 2025: **2 meetings** with State and Federal Representatives
 - 5/5/25 - Office of MN Senate Speaker Erin Murphy, DFL, Legislative Aid
 - 5/8/25 - Office of US Congressman Brad Finstad, GOP, Minnesota Offices Staff
- April 2025: **2 meetings** with Offices of US Congressional Members
 - 4/29/25 - Office of US Congresswoman Angie Craig, DFL, Minnesota Offices Staff
 - 4/29/25 - Offices of US Congressman Tom Emmer, GOP, Minnesota Offices Staff
- March 2025: **2 meetings** with Offices of US Congressional Members
 - 3/5/25 - Office of US Congresswoman Angie Craig, DFL, DC Offices Staff
 - 3/27/25 - Office of US Senator Tina Smith, DFL, DC Offices Staff
- February 2025: **1 meeting** with Offices of US Congressional Members
 - 2/4/25 - Office of US Senator Tina Smith, DFL, Minnesota Offices Staff

Total # of elected officials meetings YTD: 12 meetings

Testimonies/Narrative Building

| | | |
|---------------------------|---------------------------------|--|
| Goal: 2/month | # given per month: | <ul style="list-style-type: none">● July 2025: 0● June 2025: 1● May 2025: 2● April 2025: 2● March 2025: 1● February 2025: 0 |
| Goal: 12 | # YTD total: | 5 |
| Goal: 6 | # from PLWE (YTD) | 5 |
| Of total testimonies | | |
| # from Clare Residents: 1 | # from other Clare personnel: 1 | # from other Coalition members: 3 |
| # written: 0 | # live: 5 | # other: 1 |

Major HIV/Housing Wins:

- 7/14/25 - House appropriates \$505mill for HOPWA

- 6/10/25 - \$6.25mill each biennium secured for HIV service community grants

Co-hosted or Coordinated Event Highlights:

- 8/28/25 - In-person Federal HIV Advocacy Training - Cohosted with Aliveness, included 10-12 participants to elevate US Senate and US Congressional Budgets reduced/cut funding for Ryan White, CDC Division of HIV Prevention, and HOPWA. Next step - Setting up meetings with Congressional Offices.
- 8/26/25 - Virtual Federal HIV Advocacy Training - Cohosted with Aliveness, included 10-12 participants to elevate US Senate and US Congressional Budgets reduced/cut funding for Ryan White, CDC Division of HIV Prevention, and HOPWA. Next step - Setting up meetings with Congressional Offices.
- 7/31/25 - Because We Fought - Celebrating Historic HIV Investments
 - Initiated and led the coordination of the event, with an attendance of 25 Minnesota HIV advocates
 - Legislative Speakers:
 - MN Rep. Maria Isa Perez-Vega
 - Lt. Governor Peggy Flanagan
- 7/27/25 - Bjork Private Fundraiser
 - Raising over \$18,000, spoke to attendees about statewide HIV Housing advocacy and education with local and federal lawmakers through storytelling and coalition organizing.

PROGRAMS - Clare Housing Monthly Outcomes Report

Prepared for Month ending August 31, 2025

| Resident Discharges/Terminations | | | | | | |
|---|----------|----------|---------|----------------|----|------------|
| | Clare NE | Midtown | Terrace | Marshall Flats | SS | Care Homes |
| # discharged this month only | 0 | 1 | | | | |
| Total # discharged since 1/1/25 | 3 | 10 | 6 | 2 | 0 | 2 |
| # total Evictions or mutual term | 1 | 4 | 4 | 0 | 0 | 0 |
| # total Abandoned | 0 | 1 | 0 | 0 | 0 | 0 |
| # total Death | 1 | 0 | 0 | 1 | 0 | 0 |
| # total moved higher level care | 1 | 2 | 0 | 1 | 0 | 0 |
| # total moved independent hsg | 2 | 3 | 2 | 0 | 0 | 1 |

| Community Engagement for Month | | | | | | |
|---|---------------------------------------|--|---|----------------|--|----|
| | Clare NE | Midtown | Terrace | Marshall Flats | Care Homes | SS |
| Date of most recent staff meeting and staff who attended | 9/4 Joe, Scotty, Alma, Sam, Ligeia | 8/20- Dom, Daryl, Ray, Imani, Alisha, Conner, Emily. | 8/27- Lori, Lee, Earl, Autumn, Leo, Dro | | 8/28 - Erica, Alisha, Jac, Suzy, Kate V, Jesse, Ryan, Felicia, Jack, Talon, Paul, AnnaLeigh, Gretchen, Hannah, Philip, Scooter, Cedrik | |
| Other Activities in or out of building | Two Tims and Tom | Gardening club, neighborhood health source, | 8/18 Bake Therapy | | Target – New Deck at Damiano, Gardening at Damiano and Grace House, Council Meeting, Community Equity Meal at Grace | |

| Care Homes | |
|---|--|
| Changes in client needs resulting in staff change | |
| | |

| | |
|-------------------------|--|
| Any Rate Changes | |
|-------------------------|--|

| | |
|----------------------------|--|
| Any Facility Issues | |
|----------------------------|--|

| Greater MN HOPWA STRMU | | |
|-------------------------------|-----|--|
| For this month | | |
| For grant period | 115 | |
| # funded | 115 | |
| # Counties funded | 33 | |
| # Regions served | 6 | Northwest, Northeast, Central, Southwest, South Central and Southeast. |
| Referral orgs | 2 | RAAN and Mayo Clinic. |

| Hotel to Housing | | |
|---------------------------------------|---|--|
| For this month | | |
| Total hotelied since 6/1/2025 | 5 | |
| new entries | 0 | |
| exits to permanent housing | 0 | |
| exits to non-permanent housing | 0 | |

| Client Waitlist and Openings | | | | | |
|-------------------------------------|--------------|----------|-----------------|------------|----|
| As of end of reporting month | Total | Homecare | Supportive Apts | Care Homes | SS |
| Current Waitlist | | | | 1 | |
| New client referrals | | | | 1 | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Clare Housing Finance Committee Minutes

7/16/2025

Attendees:

- Kelsey, John, Jo, Larry, Mike, Zach, Phoebe

Agenda

- Approve minutes from June 18, 2025, FC meeting.
- June 2025 Financials review
- Financial Policies review

Minutes

1. Approve minutes from June 18, 2025, FC meeting.
 - a. Jo motions to approve and John seconds. Approved.
2. June 2025 Financials review
 - a. Bottom line everything is on track, revenue is down from budget but offset by a reduction in expenses
 - b. Program Income is a little ahead even though our numbers are down. CADI rates continue to be higher than budgeted, offsetting the reduction in overall resident counts.
 - c. Grant Income is down compared to budget but overall offset by a reduction in program expenses.
 - d. Contributions down YTD but expected to meet budget for end of year.
 - e. Salaries and Benefits are up for the month but are expected to be timing-related item.
 - f. Resident counts
 - i. There are 4 less residents for CADI than budgeted, and increasing number of budgeted residents by 2 for Q3 (beginning next month). Increased rates will offset these shortfalls.
3. Financial Policies review
 - a. Added in corporate signing authority discussion compared to previous version
 - b. Added in expenditures with federal awards discussion compared to previous version
 - i. Recommendation from the committee – Adjust the language related to checking vendors on SAM. Include that the policy would be for staff to check if the vendor is on SAM, capture and save a screenshot showing that they were not on the list.
 - c. Recommend that the FC recommends to the board approval at the July meeting
 - a. John motions to approve and Larry seconds. Approved.
4. Organizational Finance Strategies
 - a. Larry kicked off discussion about scenario planning to be considered by the FC committee
 - b. The main drivers to consider include:
 - i. Revenue - Services (Medicaid), Rents funding, new project development
 - ii. Expense – Staff expenses
 - c. Overall, consider scenario planning to take a broader approach (instead of identifying specific services/programs that could potentially be lost, take an overall reduction in revenue as the scenario (e.g. 10% down).

- d. Staff/committee to start these considerations and modeling
- e. This may be another time for potential for strategic growth (acquisition) as well depending on the financial landscape of other providers

5. Committee Membership

- a. There is a need to recruit additional members to this committee.
- b. Do we need individuals who have a housing development background?
 - i. We do have an asset management committee so probably not.
- c. Consider someone with a senior living background given the impending Clare V opening, could be a for profit person vs a nonprofit person.
- d. Strategy orientated person who has financial interest/knowledge
- e. Someone who is in the investment world? We have our policy in place, but right kind of investment person.
- f. Committee to brainstorm and recommend potential members.

Properties Committee Meeting Notes

9/2/2025 Meeting

Present: Olivia, Phoebe, Michael, Maggy, Mark, Rose

- Discussion of a potential property acquisition,
 - Background: Brought to Clare Housing by the current owner. The private owner is retiring and looking to sell.
 - Phoebe viewed the property and owner sent over the financials
 - Not tax credit, so no mandate to be low income, but the owner has kept rent low. (\$760-\$1190)
 - Likely wouldn't remain affordable if a private owner/developer purchases
 - Property: It is a multi-family property at 1721 3rd Ave S, Minneapolis, which is 16 units, 3 of which are currently occupied by individuals living with HIV.
 - Studios and one bedroom units
 - Part time maintenance worker
 - Roof new
 - Solar panels
 - Estimated market value is 1.7 million
 - How does it fit into our mission?
 - Imagine this as a step up in independence from our current permanent supportive housing apartment buildings – fits in as a scattered site property, expands the continuum of housing
 - Funding?
 - Phoebe thinks potentially use the strategic initiatives fund
 - Cash flow currently showing as 90k before mortgage; after mortgage and expenses, cash flow showing 40k. (best year numbers)
 - Owner wants to minimize tax burden so may be willing to spread payment across multiple years
 - Cons
 - Other projects – YAP, greater MN – make it feel like this may not be the right timing. We may not have the capacity with everything else.
 - Could require a lot of new work/skills that we haven't done/built before – again may not have the capacity to do this well.
 - Building is a few blocks from where The Dundry was. Maggy's experience is there is basically no police presence in the precinct, would likely have to work with private security contractors
 - Current clients are long term tenants, so attrition could take a long time, which limits the true expansion in housing the property could provide.
- Discuss updates on the Care YAP project
 - Follow up on ground lease discussion

- At an impasse with the owner – initially they communicated that ground lease was preferred to them but not a deal breaker.
 - After consulting this committee and our attorneys, we've determined the time and effort that a ground lease would require is too great
 - We went back to the owner and told them that we are interested in a straight sale but won't be entering into a ground lease. Waiting to hear back.
- Next steps
 - If owner uninterested in moving forward, we'll be somewhat back to the drawing board on location searching
 - Would focus search in St. Paul or near north suburbs
- Clare Apartments Recapitalization
 - Final bid set received and sent to government funders
 - Closing still on track for mid-October
- Clare 5
 - Funding applications submitted in July, responses expected in December
 - MWMO working with Stantec on environmental cleanup – working on filling \$1 million gap in funding.

August EC meeting 8/19/2025 (4 – 5pm)

Attendees: Kelsey, Mark, Rose, Mary, Phoebe

- 1) HR issue: we have a staff team issue that has become complicated because it involves several team members in different programs. Phoebe discussed this at a high level, shared that she is pursuing two outside professionals to help with two different processes she plans to undertake: 1) an HR expert who can investigate the incident and the investigation of the incident to provide recommendations on the process and next steps, and 2) a facilitator to work with the full team on resetting the team culture, including creating clear expectations and communication that works for the whole team. Phoebe plans to move ahead with these processes.
- 2) Client Board Membership discussion continued: We discussed this topic as follow-up to the ongoing conversation we've been having at the board level. The executive committee (EC) recommends that CH not put or allow CH residents to be CH board members. Instead, we are rolling out a new process where a CH board member, on a rotating basis, attends the monthly CH Resident Advisory Council and then reports back to the board (at one of our bi-monthly meetings) any issues, concerns, or takeaways from the RAC meetings attended. In the future we can possibly look for one board member to attend ongoing, but at this time we don't have any board members who can volunteer to attend each month due to scheduling. We would also consider former clients for the board if they've been out of services/housing for at least 2 years.
- 3) Patrick has resigned from the board. Patrick has taken a new job and there are potential conflicts of interest between that work and board service. Phoebe will share Patrick's email with the full board.
- 4) 100% Board Giving by A Place to Call Home 9/24: Earlier this year the EC discussed making a new push for this amongst the board, in efforts to reach 100% giving so we can 1) share and celebrate that news at APTCH and 2) avoid the end of year scramble with contacting/reminding board members. We haven't made a push yet, so we discussed next steps. The EC agreed to reach out to the board members who haven't yet given in 2025 to let them know of our intent, and Clare staff will follow up with board members to give them their giving history and also make a specific ask as appropriate. We'll ask people to give by Sept. 10th so we have some time to collate the gifts prior to the event. Other follow-up:
 - a. Phoebe to ask Debbie to coach table hosts on how to fill out the donation form at the event if they have already given, so they aren't sitting at the table without filling out something while others are making a donation.

- b. EC members to share information with board members that a gift or pledge for a gift would suffice to reach the 100% giving goal.
- 5) Phoebe will be creating a team to do some risk analysis related to executive orders and other changes at the federal level – separate from financial scenario planning.
Phoebe briefly discussed:
 - a. Legal Corps Meeting review to kick off a free consulting process
 - b. Tabled: Executive Order on institutionalization of people experiencing homelessness

August EC meeting 9/16/2025

Phoebe sent the following information to the exec committee via email in lieu of a live meeting due to attendance.

- 1) Upcoming Closing Documents for Clare Apartments – I will be seeking approval at the September Board Meeting if exec is on board with this plan.

Refresher:

Clare Apartments (929 Central) is in year 20 and we have sought recapitalization funding to address critical needs and to create new reserves for the last four years. We began this process prior to the adoption of the Property Development policy, so the project did not go through formal votes at the Properties Committee, though they have been involved and aware of the project. In 2024 we were awarded full funding through four sources: MHFA, City of Mpls, Hennepin County and the Federal Home Loan Bank. Beginning in January 2025 we began working towards closing on the funding sources so we can move into construction. Andy Hughes, our Development Consultant with Mahoney has been our primary agent working towards closing, with support from Phoebe and Olivia (our operations manager). The attorney working on this project is Shawn Alexander with Winthrop.

Board Involvement:

We are hoping to close on (finalize the legal requirements of) this project in mid-October, which keeps the project on schedule for construction to begin in early December. Winthrop is drafting the resolution/written action which lays out all of the elements of the project and provides authorization from the Clare Housing Board, the General Partner, and the Partnership for the entities to enter into all the agreements and loans and to execute the documents.

Action item:

If there is agreement from exec*, I will put this item (to approve the project resolution) on the September board agenda and will ask our attorney to be present (online or in person) to field any questions from the board. If we approve the project resolution at that time we would not need another meeting. If another meeting is needed with any parties, that is also fine, we just need to move forward with the mid-October (roughly 10/15) deadline in mind.

I will put the draft authorizing resolution in the board packet, which will be the “substantially final” resolution but could change based on the review of Greater Minnesota Housing Fund or Cinnaire (our investors). If any changes from the investors are substantive it would come back to the Board for review and a new approval.

*Exec members responded with approval for this plan

2) Update on HR situation discussed at last EC meeting:

This process is ongoing and both paths that were mentioned at the last EC meeting are moving forward.

- a. We have contracted with CLA to conduct an investigation into the personnel issue that was discovered in early July. Because there are 3 senior leadership staff with a role in the situation with differing strong opinions (none are part of the misconduct that started this situation) I'm hoping this will provide me with a neutral overview of how we handled the misconduct and any necessary next steps we haven't taken.
- b. We have extended our contract with Jess Pierce (So Focused Consulting) and have asked her to work directly with the staff team at Clare Apartments where this personnel issue took place. This work is underway.

3) Update on Board member giving:

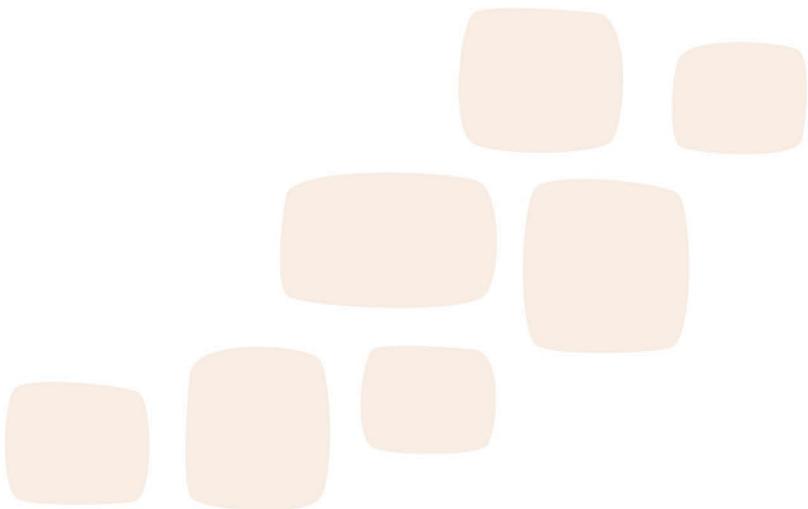
Thanks to YOU, we have 100% board giving! Amazing!! This is the first time we've had 100% commitment before late December since I've been here, and I bet throughout the history of the Board. This will be announced at A Place to Call Home. Thank you all – amazing first run at this new goal!

September 23, 2025

Based on the summary of the capacity building campaign pre-planning activities conducted by staff and volunteers with the guidance of professional fundraising counsel, be it resolved that the Clare Housing Board of Directors hereby approves advancing to a feasibility study to further explore this campaign.

This resolution was passed unanimously by the Board of Directors at the Board of Directors meeting held on September 23rd, 2025

Mark Lasswell
President of the Board of Clare Housing



Executive Summary
Clare Housing
Pre-Campaign Planning Phase
Prepared by Fundraising Sol | 8.13.25

Purpose of Pre-Campaign Planning

Fundraising Sol partnered with Clare Housing to explore readiness for a capital campaign to support eliminating housing as a barrier to HIV care and prevention and decreasing the number of unhoused Minnesotans living with HIV. This planning phase focused on building internal alignment, developing a strategic funding approach, and laying the foundation to embark on a multi-year fundraising effort.

What We Covered

Readiness Assessment

As a foundation for this pre-planning work, we provided a [**Readiness Assessment framework**](#) to guide internal conversations and decision-making. This outlined five focus areas essential to successful campaign preparation: (1) clarifying and strengthening the case for support, (2) deepening board and leadership engagement, (3) developing a pre-campaign roadmap, (4) reviewing the donor pipeline and funding gaps, and (5) addressing external risk factors. Each section included specific tasks, mindset shifts, and practical tools to help the team move from uncertainty to momentum. The assessment served as a roadmap throughout the pre-planning phase, advising where to invest time and leadership attention.

Draft Case for Support

We collaborated with Clare staff leadership to draft a preliminary [**Case for Support**](#), articulating the core campaign message, the problems to address, the solutions Clare offers, and the impact for the community. This narrative will evolve through internal input, donor feedback, and feasibility conversations.

Campaign Working Goal

Together we developed a [**campaign working goal**](#) that includes both project and fundraising costs, and potential for innovation and expanded services. This campaign goal is further broken down into public funding and private funding targets. The working campaign goal has been determined to be \$47 million, of which \$41 million will come from government sources and \$6 million from private sector sources: individuals, foundations, and businesses.

Budget + Financial Scenario Planning

Financial modeling included early-stage exploration of public and private funding streams.

Gift Chart + Depth Chart

We created a [**gift chart**](#) to outline the number and size of gifts necessary to meet the goal, as well as a [**depth chart**](#) to identify prospects at each giving level. This analysis was supported by a wealth screening, institutional prospecting, and review of existing individual and institutional giving.

Prospect Pipeline + Strategic Engagement List

We analyzed top donors and annual fund performance. A [**Strategic Engagement List**](#) was developed to identify individuals and institutions beyond the current circle who may be cultivated for campaign support or related engagement. We also identified individuals for early conversations—particularly those who should be “in the know” or who may be approached to serve on campaign committees. This tool will aid prioritization for engagement and campaign cultivation throughout the campaign.

Timeline

We provided a [**draft timeline**](#) for the full campaign—feasibility, quiet phase, public launch, and wrap-up—anchored to major organizational milestones and fundraising best practices. This will serve as a planning tool to keep momentum steady and synced with key decision points.

Communications Planning

We outlined a [**communications plan**](#) to support both internal readiness and external visibility, including stakeholder engagement, initial messaging strategies, and collateral for each stage.

Policies + Procedures

We offered feedback on existing gift acceptance policies, along with tips for developing recognition and stewardship policies, that will enable standard, efficient decision-making and optimum stewarding of donors’ gifts during and after the campaign. We provided an [**organizational campaign policies template**](#) for the team to discuss and customize—ensuring consistency around procedures such as pledge commitments, naming opportunities, gift documentation, and reporting.

Committee Structure

We provided a [proposed committee structure document](#) that outlines roles for a Core Committee, Pre-Planning Committee, Campaign Steering Committee, and other potential subcommittees. We also shared a [draft timeline](#) showing how and when each committee might be engaged during different phases of the campaign.

Leadership + Capacity

We explored various [staffing models for campaigns](#) and options for campaign governance. We assessed current development team responsibilities and leadership capacity and reviewed [core development team functions during a campaign](#). We discussed potential hiring needs or reallocating internal resources for campaign support. And we addressed the importance of board engagement and training to build campaign confidence and clarity.

External Risk Factors

As part of our readiness work, we examined external risk factors that could influence campaign feasibility—including economic fluctuations, rising construction costs, shifts in public and foundation funding priorities, and the strength of the donor pipeline. We provided counsel on transparent and timely messaging, staffing strategies to support donor stewardship and retention, and financial scenario planning. These conversations were designed to help the team anticipate challenges, adapt as needed, and move forward with confidence in a dynamically evolving landscape.

Who Was Involved

Pre-Planning Committee

This short-term committee provided high-level guidance and shaped early direction and readiness strategies. Members included:

- Phoebe Trapp, Executive Director
- Jenny Harding, Director of Advancement
- Zach Petroski, Controller
- Kelsey Vatsaas, Board Treasurer
- Michael Staufacker, Board Member
- Joanne Kosciolek, Community Member

Core Committee

This small, cross-functional group met weekly to guide decision-making and ensure agreement across fundraising, finance, communications, and leadership. Members included:

- Phoebe Trapp, Executive Director
- Jenny Harding, Director of Development
- Zach Petroski, Controller

Key Takeaways

- Clare Housing has articulated a bold and timely campaign vision, rooted in community impact and matched with the organization's long-term goals to eliminate housing as a barrier to HIV care.
- Initial donor analysis shows promising indicators, with several strong lead gift prospects that include individuals and institutions.
- The development of a strategic engagement list and wealth screening revealed both opportunities and gaps in the donor pipeline—highlighting the importance of continued cultivation, especially of larger funders and new potential partners.
- The team has made strong progress on internal alignment, with clear commitment from leadership and promising cross-functional collaboration. If the campaign advances, it will be critical to continue clarifying roles—particularly around fundraising functions. Identifying potential staffing gaps (such as grant writing or database management) early can free up the Development Director and Major Gifts Officer to focus on campaign-specific cultivation and solicitation.
- A thoughtful campaign infrastructure is beginning to take shape, but additional work is necessary in board engagement, delineation of campaign roles, and financial scenario planning to ensure readiness for the next phase.

Recommendations

Based on this phase, Fundraising Sol recommends that Clare Housing:

1. **Proceed with a guided feasibility study** to test the campaign's case, goal, and donor readiness, and to identify champions who can assist in building momentum.
2. **Prioritize board engagement and training**, with a focus on helping board members understand their role in the campaign and gain confidence in their ability to support its

success.

3. **Clarify and align internal roles and responsibilities across staff, board, and campaign committees** to ensure coordinated execution. As part of this process, assess capacities and consider temporary or dedicated support for functions like grants and database management to reduce bottlenecks and allow senior development staff to prioritize major donor engagement.
4. **Continue cultivating major donors and institutional funders**, with a heightened emphasis on strengthening relationships with top prospects identified in the wealth screen and strategic engagement list.
5. **Complete financial scenario planning** to inform campaign messaging, donor conversations, and long-term sustainability, including contingency planning for variable construction cost, staffing, and public funding outcomes.
6. **Continuing exploring mutually beneficial and innovative partnerships** to advance Clare's vision, and develop messaging within the campaign case that articulates goals and impact clearly.
7. **Continue to engage a lobbyist and developer with expertise in housing finance**, to ensure Clare is well-positioned to pursue and secure public funding sources that fit the campaign's vision and timeline.

SECRETARY'S CERTIFICATE

The undersigned, being the Secretary of Clare Housing, a Minnesota nonprofit corporation (the “Corporation”), hereby certifies that the Board of Directors of the Corporation, which pursuant to the Sixth Amended and Restated Bylaws of the Corporation, as amended to date, is authorized to act on behalf of the Board of Directors of the Corporation, adopted the Resolution attached hereto as Exhibit A at its meeting on September 23, 2025.

IN WITNESS WHEREOF, I have hereunto set my hand this _____ day of _____, 2025.

Rose Teng, Secretary
Clare Housing

Exhibit A

RESOLUTION OF THE BOARD OF DIRECTORS OF CLARE HOUSING

The Board of Directors of Clare Housing, a Minnesota nonprofit corporation (the “Corporation”), the sole member of Clare Apartments II GP LLC, a Minnesota limited liability company (the “General Partner”), the general partner of Clare Apartments II Limited Partnership, a Minnesota limited partnership (the “Partnership”), hereby adopts the resolutions set forth below with respect to the authorization of the following actions of the Corporation, the General Partner, and the Partnership:

Purchase of Project

WHEREAS, the Partnership desires to acquire (the “Real Estate Acquisition”) the real estate and improvements known as Clare Apartments located at 929 Central Avenue Northeast, Minneapolis, Minnesota 55413 upon real property legally described on Schedule 1 attached hereto (collectively, the “Project”), together with certain rights in and to the Housing Assistance Payments Contract, as amended (the “HAP Contract”), related to the Project pursuant to the terms and conditions of that certain Purchase Agreement by and between Clare Apartments Limited Partnership, a Minnesota limited partnership (the “Seller”) and the Partnership (the “Purchase Agreement”);

WHEREAS, the Board of Directors of the Corporation has determined it to be in the best business and pecuniary interest of the Corporation, the General Partner, and the Partnership to complete the Real Estate Acquisition; and

WHEREAS, the General Partner and the Partnership must enter into various documents for the Real Estate Acquisition to occur, including, but not limited to, the Purchase Agreement and an Assignment and Assumption of the HAP Contract (collectively, the “Real Estate Acquisition Documents”).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the Real Estate Acquisition and the execution of the Real Estate Acquisition Documents and any additional documents that may be required with respect to the Real Estate Acquisition.

RESOLVED FURTHER, that any one officer of the Corporation, including (i) Phoebe Trepp, the Executive Director of the Corporation and the Chief Manager/President of the General Partner, (ii) Zach Petroski, the Chief Financial Officer of the Corporation and the Vice President and Treasurer of the General Partner, or (iii) Leah Cameron, the Director of Supportive Services of the Corporation and the Vice President and Secretary of the General Partner (each an “Authorized Representative”), be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors, to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership, the Real Estate Acquisition Documents.

Investment in the Partnership by Cinnaire Fund for Housing Limited Partnership 43

WHEREAS, Cinnaire Fund for Housing Limited Partnership 43, a Delaware limited partnership, its successors and/or assigns (the “Limited Partner”), is making capital contributions in the approximate aggregate amount of \$7,883,555 to the Partnership in exchange for a limited partnership interest in the Partnership; and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interest of the Corporation, the General Partner, and the Partnership to admit the Limited Partner as a limited partner in the Partnership; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To determine the appropriate terms and conditions upon which the Limited Partner will make its capital contributions to the Partnership in exchange for its rights and obligations as a limited partner in the Partnership;
2. Without limiting the generality of the preceding resolutions, to cause the Corporation and the General Partner to guarantee certain obligations of the Partnership and for the Corporation to be the developer of the Project;
3. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer or agent may deem appropriate in connection with any of the foregoing.

RESOLVED, FURTHER, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership with respect to the admission of the Limited Partner to the Partnership:

1. First Amended and Restated Limited Partnership Agreement of the Partnership by and between the General Partner and the Limited Partner (the “Partnership Agreement”);
2. General Partner Certificate by the General Partner;
3. Environmental Representations, Warranties, and Covenants, by the General Partner or the Partnership, as applicable;
4. Guaranty by the Corporation in favor of the Limited Partner;
5. Development Agreement by and between the Partnership and the Corporation;
6. Investor Services Agreement by and between the Partnership and the Limited Partner;
7. Right of First Refusal by the General Partner and the Partnership; and

8. Any and all other documents, agreements, and certificates to be executed by the Partnership, the General Partner, and/or the Corporation in connection with the capital contributions by the Limited Partner and its admission to the Partnership as a limited partner therein.

\$5,000,000 Construction Loan from Greater Minnesota Housing Fund

WHEREAS, it is proposed that Greater Minnesota Housing Fund, a Minnesota nonprofit corporation (“GMHF”), will make a construction loan to the Partnership in the approximate principal amount of \$5,000,000.00 (the “Construction Loan”), and the proceeds of the Construction Loan will be used by the Partnership to pay various Project costs; and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interest of the Corporation, the General Partner, and the Partnership for the Partnership to obtain the Construction Loan.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To borrow money in the amount of the Construction Loan from GMHF;
2. To discount, sell, assign, transfer, mortgage, or pledge to GMHF or create security interests in, the real property, goods, instruments, documents of title, securities, chattel paper, accounts, contract rights or other intangibles or any other property now or hereafter owned by the Partnership, either absolutely, with or without recourse, for such consideration as such officer may deem to be appropriate or as security for the payment of the Construction Loan;
3. To execute, deliver, and perform any and all documents, contracts and instruments in order for the Partnership to obtain the Construction Loan and to cause GMHF to make the Construction Loan (collectively, the “Construction Loan Documents”), the terms and conditions of which shall be acceptable to the General Partner, which acceptance shall be evidenced by the General Partner’s signing of said Construction Loan Documents in the name of, and on behalf of, the Partnership;
4. For the Corporation to guarantee certain obligations of the Partnership to GMHF, if applicable; and
5. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED, FURTHER, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership any and all documents, contracts, and instruments in connection with the Construction Loan, including but not limited to:

1. Assignment of Capital Contributions and Contract Rights executed by the Partnership and General Partner in favor of GMHF;
2. Promissory Note by the Partnership in favor of GMHF;
3. Combination Mortgage, Security Agreement, Fixture Financing Statement and Assignment of Rights and Leases by the Partnership in favor of GMHF;
4. Construction Loan Agreement by and between the Partnership and GMHF;
5. Declaration of Covenants and Restrictions by the Partnership in favor of GMHF;
6. Guaranty by Clare Housing in favor of GMHF;
7. Collateral Assignment of Interest in Agreements Affecting Real Estate by and between the Partnership and GMHF;
8. Master Disbursement Agreement by and among the GMHF, the City (hereinafter defined), the County (hereinafter defined), First American Title Insurance Company (the “Title Company”), and the Partnership ;
9. Master Subordination Agreement and Estoppel Certificate by and among GMHF, the Partnership, the City, the County, and the Title Company; and
10. Any and all other documents, agreements, certificates, contracts, and instruments to be executed by the Partnership, the General Partner, and/or the Corporation in furtherance of the foregoing.

\$500,000 AHIF Loan from the Hennepin County Housing and Redevelopment Authority

WHEREAS, the Hennepin County Housing and Redevelopment Authority (“County”), will make a loan to the Partnership in the approximate principal amount of \$500,000.00 (the “AHIF Loan”), which will be funded through the County’s 2024 Affordable Housing Incentive Fund (AHIF) Program; and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interests of the Corporation, the General Partner, and the Partnership for the Partnership to obtain the AHIF Loan.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation, authorize and approve the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To borrow money and obtain other credit or financial accommodations, in the amount of the AHIF Loan;
2. To discount, sell, assign, transfer, mortgage, or pledge to the County or create security interests in, the real property, goods, instruments, documents of title, securities, chattel

paper, accounts, contract rights or other intangibles or any other property now or hereafter owned by the Partnership, either absolutely, with or without recourse, for such consideration as such officer may deem to be appropriate or as security for the payment of the AHIF Loan;

3. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED, FURTHER, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership any and all documents, contracts, and instruments in connection with the AHIF Loan, including but not limited to:

1. Loan Agreement between the Partnership and the County;
2. Promissory Note by the Partnership payable to the order of the County in the maximum original principal amount of \$500,000;
3. Combination Mortgage, Assignment of Rents, Security Agreement and Fixture Financing Statement by the Partnership securing payment of the Promissory Note in favor of the County;
4. Declaration of Covenants and Restrictions by the Partnership in favor of the County; and
5. Any and all other documents, contracts, and instruments to be executed by the Corporation, the General Partner, and/or the Partnership in obtaining the AHIF Loan.

\$1,120,000 Affordable Housing Trust Fund Loan from the City of Minneapolis

WHEREAS, the City of Minneapolis (the “City”), will make a loan to the Partnership in the approximate principal amount of \$1,120,000 (the “AHTF Loan”), which will be funded through the City’s Affordable Housing Trust Fund Program; and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interests of the Corporation, the General Partner, and the Partnership for the Partnership to obtain the AHTF Loan.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation, authorize and approve the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To borrow money and obtain other credit or financial accommodations, in the amount of the AHTF Loan;
2. To discount, sell, assign, transfer, mortgage, or pledge to the City or create security interests in, the real property, goods, instruments, documents of title, securities, chattel

paper, accounts, contract rights or other intangibles or any other property now or hereafter owned by the Partnership, either absolutely, with or without recourse, for such consideration as such officer may deem to be appropriate or as security for the payment of the AHTF Loan;

3. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED, FURTHER, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership any and all documents, contracts, and instruments in connection with the AHTF Loan, including but not limited to:

1. Affordable Housing Trust Fund Written Agreement between the Partnership and the City;
2. Note by the Partnership payable to the order of the City in the maximum original principal amount of \$1,120,000;
3. Combination Mortgage, Security Agreement and Fixture Financing Statement by the Partnership securing payment of the Note in favor of the City;
4. Assignment of Rents and Leases by the Partnership for the City;
5. Declaration of Affordable Housing Restrictions by the Partnership in favor of the City; and
6. Any and all other documents, contracts, and instruments to be executed by the Corporation, the General Partner, and/or the Partnership in obtaining the AHTF Loan.

\$2,500,000 Affordable Housing Program Loan

WHEREAS, the Federal Home Loan Bank of Des Moines (the “FHLB”) has approved a grant in the approximate amount of \$2,500,000 to Clare Housing, a Minnesota nonprofit corporation (the “Sponsor”), pursuant to its Affordable Housing Program (“AHP”); and

WHEREAS, the Sponsor will loan the entirety of the grant to the Partnership, for a loan in the principal amount of \$2,500,000 (the “AHP Loan”); and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interests of the Corporation, the General Partner, and the Partnership for the Sponsor to obtain the AHP grant and make the AHP Loan, and the Partnership to obtain the AHP Loan;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To accept the AHP grant from the FHLB and to cause the Partnership to borrow money and obtain other credit or financial accommodations, in the amount of the AHP Loan from the Sponsor;
2. To discount, sell, assign, transfer, mortgage, or pledge to the Sponsor or create security interests in, the real property, goods, instruments, documents of title, securities, chattel paper, accounts, contract rights, or other intangibles or any other property now or hereafter owned by the Partnership, either absolutely, with or without recourse, for such consideration as such officer may deem to be appropriate or as security for the payment of the AHP Loan;
3. To execute, deliver, and perform any and all documents, contracts, and instruments pertaining to the AHP Loan (collectively, the “AHP Loan Documents”) the terms and conditions of which shall be acceptable to the General Partner, which acceptance shall be evidenced by the General Partner’s signing of said AHP Loan Documents in the name of, and on behalf of, the Partnership;
4. For the Corporation to guarantee certain obligations of the Partnership to the Sponsor, if applicable; and
5. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED FURTHER, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors, to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership any and all AHP Loan Documents, including:

1. AHP Grant Agreement by and between the FHLB and the Sponsor;
2. Loan Agreement by and between the Sponsor and the Partnership;
3. Promissory Note, by the Partnership in favor of the Sponsor; and
4. Any and all other documents, contracts, and instruments to be executed by the Corporation, the General Partner, and/or the Partnership related to the AHP grant or AHP Loan.

\$1,320,000 Seller Loan

WHEREAS, the Partnership is obtaining financing from the Seller in connection with the Project in the approximate amount of \$1,320,000 (the “Seller Loan”); and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interests of the Corporation, the General Partner, and the Partnership, for the Partnership to obtain the Seller Loan.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To borrow money and obtain other credit or financial accommodations, in the amount of the Seller Loan from the Seller;
2. To discount, sell, assign, transfer, mortgage, or pledge to the Seller, or create security interests in, the real property, goods, instruments, documents of title, securities, chattel paper, accounts, contract rights, or other intangibles or any other property now or hereafter owned by the Partnership, either absolutely, with or without recourse, for such consideration as such officer may deem to be appropriate or as security for the payment of the Seller Loan;
3. To execute, deliver, and perform any and all documents, contracts and instruments pertaining to the Seller Loan (collectively, the “Seller Loan Documents”) the terms and conditions of which shall be acceptable to the General Partner, which acceptance shall be evidenced by the General Partner’s signing of said Seller Loan Documents in the name of, and on behalf of, the Partnership; and
4. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED FURTHER, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership, any and all documents, contracts and instruments in connection with the Seller Loan:

1. Loan Agreement by and between the Seller and the Partnership;
2. Promissory Note in the original principal amount of \$1,320,000, by the Partnership in favor of the Seller; and
3. Any and all other documents, contracts, and instruments to be executed by the Corporation, the General Partner, and/or the Partnership in obtaining the Seller Loan.

Capital Contribution

WHEREAS, the Corporation will receive a brownfields grant in the approximate amount of \$15,346 (the “Brownfield Grant”) and an environmental response fund grant in the approximate amount of \$68,120 (the “ERF Grant”, together with the Brownfield Grant, the “Grant Funds”) and will contribute the entirety of the Grant Funds to the General Partner. The General Partner will then use the entirety of the Grant Funds to make a capital contribution to the Partnership (the “GP Contribution”); and

WHEREAS, the Board of Directors has determined it to be in the best business and

pecuniary interests of each of the Corporation, the General Partner, and the Partnership for the General Partner to make the GP Contribution to the Partnership.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To cause the Corporation to obtain the Brownfield Grant and the ERF Grant, as well as contribute the proceeds of the Grant Funds to the General Partner; and
2. To cause the General Partner to make, and the Partnership to accept, a capital contribution from the General Partner in the amount of the Grant Funds; and
3. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED FURTHER, that each Authorized Representative be and is authorized and empowered to enter into, execute, deliver, and/or perform any and all documents, contracts, instruments and agreements on behalf of the Corporation, the General Partner, and/or the Partnership with respect to the GP Contribution.

Additional Funds

WHEREAS, the Partnership shall obtain and contribute to the Project a sales tax rebate related to the Project in the approximate amount of \$191,185 (the “Sales Tax Rebate”) and an energy rebate related to the Project in the approximate amount of \$5,000 (the “Energy Rebate” and, together with the Sales Tax Rebate, the “Additional Funds”); and

WHEREAS, the Board of Directors has determined it to be in the best business and pecuniary interests of each of the Corporation, the General Partner, and the Partnership for the Partnership to obtain the Additional Funds.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To cause the Partnership to obtain the Additional Funds; and
2. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED FURTHER, that each Authorized Representative be and is authorized and empowered to enter into, execute, deliver, and/or perform any and all documents, contracts, instruments and agreements on behalf of the Corporation, the General Partner, and/or the Partnership with respect to the Additional Funds.

Construction and Architect's Contract

WHEREAS, the Partnership is entering into a contract for construction of the Project (the “GC Contract”) with Frerichs Construction Company, a Minnesota limited liability company (the “Contractor”) and an architect’s contract (the “Architect’s Agreement” and, together with the GC Contract, the “Construction Contracts”) with LHB, Inc., a Minnesota corporation (the “Architect” and, together with the Contractor, the “Contractors”); and

WHEREAS, the Board of Directors of the Corporation, has determined it to be in the best business and pecuniary interests of the Partnership to enter into the Construction Contracts.

NOW, THEREFORE, BE IT RESOLVED, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership any and all documents, contracts and instruments with respect to the Construction Contracts:

1. That certain AIA Document A101 – 2017 Standard Form of Agreement Between Owner and Contractor between the Partnership and the Contractor, together with all exhibits and addenda thereto;
2. That certain AIA Document B109 – 2010 Standard Form of Agreement Between Owner and Architect between the Partnership and the Architect, together with all exhibits and addenda thereto; and
3. Any and all other documents, agreements, certificates, contracts, and instruments to be executed by the Partnership in connection with the Construction Contracts.

Property Management Agreement

WHEREAS, the Partnership is entering into a Management Agreement with Property Solutions & Services, Inc., a Minnesota corporation, to obtain property management services for the Project (the “Management Agreement”); and

WHEREAS, the Board of Directors of the Corporation, has determined that it is in the best business and pecuniary interests of the Partnership to enter into the Management Agreement.

NOW, THEREFORE, BE IT RESOLVED, that each Authorized Representative be and is authorized to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership any and all documents, contracts and instruments in connection with the following instruments and agreements:

1. To cause the Partnership to execute, deliver, and perform the Management Agreement; and
2. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

Easements

WHEREAS, the Partnership and the Corporation may enter into certain easements for mutual access, drainage, retention, or other purposes, and such easements include, but are not limited to, that certain Mutual Access Easement Agreement by and among the Corporation, the Seller, and Minneapolis Public Housing Authority and that certain Temporary Construction Easement by and between the Partnership and Minneapolis Public Housing Authority (together, the “Easements”); and

WHEREAS, the Board of Directors of the Corporation has determined it to be in the best business and pecuniary interests of the Partnership, the General Partner, and the Corporation for the Partnership and the Corporation to enter into the Easements.

NOW, THEREFORE, BE IT RESOLVED, that each Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver the Easements on behalf of the Corporation, the General Partner, and/or the Partnership, in addition to any and all other documents, agreements, certificates, contracts, and instruments to be executed by the Partnership or the Corporation in connection with the Easements.

RESOLVED FURTHER, that the foregoing resolutions are in addition to, and do not limit and shall not be limited by, any resolutions heretofore or hereafter adopted by or on behalf of the Corporation, the General Partner, or the Partnership, for the conduct of the business necessary to enable the execution of any and all documents in connection with the Real Estate Acquisition, the admission of the Limited Partner into the Partnership, the GMHF Loan, the AHIF Loan, the AHTF Loan, the AHP Loan, the Seller Loan, the GP Contribution, the Additional Funds, the Construction Contracts, the Management Agreement, and the Easements (collectively, the “Resolved Matters”) and the foregoing resolutions shall continue in force until express written notice of their prospective rescission or modification as to future transactions that have not been undertaken or committed for has been received by the parties to the Resolved Matters.

RESOLVED FURTHER, that each Authorized Representative be and is authorized and directed on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to approve, execute, and deliver any documents that may be required with respect to the Resolved Matters on behalf of the Corporation, the General Partner, and/or the Partnership, as applicable.

RESOLVED FURTHER, that any and all actions regarding the Resolved Matters by or on behalf of the Corporation, the General Partner, and/or the Partnership prior to the adoption of these resolutions be and are in all respects ratified, approved, and confirmed.

RESOLVED FURTHER, that each of the lenders herein described is authorized to rely on the continuing force and effect of these Resolutions until receipt by such party at its principal office of notice in writing from the Corporation, the General Partner, Partnership, as applicable, of any amendments or alterations hereof.

RESOLVED FURTHER, to the extent required by the various counterparties referenced herein associated with the Resolved Matters, that each Authorized Representative be and is

authorized and directed on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to revise the dollar amounts as they are listed herein and to add, amend, or replace the lists of documents provided in this Resolution, so long as such actions do not result in a material change to the Resolved Matters as they have been approved by the Board of Directors.

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SCHEDULE 1

Tracts A, B, D, and E, Registered Land Survey No. 1769, Hennepin County, Minnesota.

(Torrens Property, Certificate of Title No. 1586715)

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SECRETARY'S CERTIFICATE

The undersigned, being the Secretary of Clare Housing, a Minnesota nonprofit corporation (the “Corporation”), hereby certifies that the Board of Directors of the Corporation, which pursuant to the Sixth Amended and Restated Bylaws of the Corporation, as amended to date, is authorized to act on behalf of the Board of Directors of the Corporation, adopted the Resolution attached hereto as Exhibit A at its meeting on September 23, 2025.

IN WITNESS WHEREOF, I have hereunto set my hand this _____ day of _____, 2025.

Rose Teng, Secretary
Clare Housing

Exhibit A

**RESOLUTION
OF THE BOARD OF DIRECTORS
OF CLARE HOUSING**

The Board of Directors of Clare Housing, a Minnesota nonprofit corporation (the “Corporation”), the sole member of Clare Apartments GP LLC, a Minnesota limited liability company (the “General Partner”), the general partner of Clare Apartments Limited Partnership, a Minnesota limited partnership (the “Partnership”), hereby adopts the resolutions set forth below with respect to the authorization of the following actions of the Corporation, the General Partner, and the Partnership:

Sale of Project

WHEREAS, the Partnership desires to sell (the “Real Estate Sale”) the real estate and improvements known as Clare Apartments located at 929 Central Avenue Northeast, Minneapolis, Minnesota 55413 upon real property legally described on Schedule 1 attached hereto (collectively, the “Project”), together with certain rights in and to the Housing Assistance Payments Contract, as amended (the “HAP Contract”), related to the Project pursuant to the terms and conditions of that certain Purchase Agreement by and between Clare Apartments II Limited Partnership, a Minnesota limited partnership (the “Buyer”) and the Partnership (the “Purchase Agreement”);

WHEREAS, the Board of Directors of the Corporation has determined it to be in the best business and pecuniary interest of the Corporation, the General Partner, and the Partnership to complete the Real Estate Sale; and

WHEREAS, the General Partner and the Partnership must enter into various documents for the Real Estate Sale to occur, including, but not limited to, the Purchase Agreement and an Assignment and Assumption of the HAP Contract (collectively, the “Real Estate Sale Documents”).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the Real Estate Sale and the execution of the Real Estate Sale Documents and any additional documents that may be required with respect to the Real Estate Sale.

RESOLVED FURTHER, that any one officer of the Corporation, including Phoebe Trepp, the Executive Director of the Corporation and the President of the General Partner (the “Authorized Representative”), be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors, to execute and deliver, on behalf of the Corporation, the General Partner, and/or the Partnership, the Real Estate Sale Documents.

\$1,320,000 Seller Loan

WHEREAS, the Partnership will provide financing to the Buyer in connection with the

Project in the approximate amount of \$1,320,000 (the “Seller Loan”); and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interest of the Corporation, the General Partner, and the Partnership, for the Partnership to make the Seller Loan.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the following actions on behalf of the Corporation, the General Partner, and/or the Partnership:

1. To loan money and provide other credit or financial accommodations, in the amount of the Seller Loan to the Buyer;
2. To execute, deliver, and perform any and all documents, contracts and instruments pertaining to the Seller Loan (collectively, the “Seller Loan Documents”) the terms and conditions of which shall be acceptable to the Partnership, which acceptance shall be evidenced by the Partnership’s signing of said Seller Loan Documents in the name of, and on behalf of, the Partnership; and
3. To do such other acts and things, make such other agreements and execute and deliver such other contracts or writings as such officer may deem to be appropriate in connection with any of the foregoing.

RESOLVED FURTHER, that the Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver on behalf of the Corporation, the General Partner, and/or the Partnership, any and all documents, contracts and instruments in connection with the Seller Loan:

1. Loan Agreement by and between the Buyer and the Partnership;
2. Promissory Note in the original principal amount of \$1,320,000, by the Buyer in favor of the Partnership; and
3. Any and all other documents, contracts and instruments to be executed by the Corporation, the General Partner, and/or the Partnership in making the Seller Loan.

Loan Forgiveness

WHEREAS, in connection with the Real Estate Sale, the Partnership has requested, and will receive, forgiveness of the principal and interest of certain loans, including: (i) a loan from the Minnesota Housing Finance Agency (“MHFA”), pursuant to the Minnesota Housing Trust Fund Program (the “MHFA HTF Loan”), (ii) a loan from the City of Minneapolis, pursuant to the Community Development Block Grant Program (the “CDBG Loan”), (iii) a loan from MHFA pursuant to the HOPWA Program (the “MHFA HOPWA Loan”), (iv) a loan from the Hennepin County Housing and Redevelopment Authority, pursuant to the AHIF Program (the “AHIF Loan”), (v) a loan from the Corporation, as sponsor (the “Sponsor”) pursuant to the Federal Home Loan Bank Affordable Housing Program (the “Sponsor AHP Loan”), (vi) a loan from the Sponsor

pursuant to the HUD Supportive Housing Program (the “SHP Loan”), (vii) a loan from the Sponsor pursuant to the HUD HOPWA Program (the “Sponsor HOPWA Loan”). The aforementioned debt forgiveness shall herein be collectively referred to as the “Loan Forgiveness”; and

WHEREAS, in connection with the Real Estate Sale, the Partnership will repay the loan made by the Family Housing Fund (the “Loan Repayment”);

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best business and pecuniary interest of the Corporation, the General Partner, and the Partnership for the Partnership to effectuate the Loan Forgiveness and the Loan Repayment, as well as for the Corporation, as Sponsor, to forgive the Sponsor AHP Loan, the SHP Loan, and the Sponsor HOPWA Loan, and any other debt of the Partnership; and

WHEREAS, the Corporation, the General Partner, and the Partnership must enter into various documents related to the Loan Forgiveness and Loan Repayment, which may include, but is not limited to, termination agreements, forgiveness agreements, and repayment agreements (collectively, the “Existing Debt Documents”).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Corporation authorizes and approves the Loan Forgiveness and the Loan Repayment, the execution of the Existing Debt Documents and any additional documents that may be required with respect to the Loan Forgiveness and the Loan Repayment, as well as to do such other acts and things, make such other agreements as such officer may deem to be appropriate in connection with the Loan Forgiveness and the Loan Repayment.

RESOLVED FURTHER, that the Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors, to execute and deliver, on behalf of the Corporation, the General Partner, and/or the Partnership, the Existing Debt Documents.

Easements

WHEREAS, the Partnership and the Corporation may enter into certain easements for mutual access, drainage, retention, or other purposes, and such easements include, but are not limited to, that certain Mutual Access Easement Agreement by and among the Corporation, the Partnership, and Minneapolis Public Housing Authority (collectively, the “Easements”); and

WHEREAS, the Board of Directors of the Corporation has determined it to be in the best business and pecuniary interest of the Partnership, the General Partner, and the Corporation for the Partnership and the Corporation to enter into the Easements.

NOW, THEREFORE, BE IT RESOLVED, that the Authorized Representative be and is authorized on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to execute and deliver the Easements on behalf of the Corporation, the General Partner, and/or the Partnership, in addition to any and all other documents, agreements, certificates, contracts and instruments to be executed by the Partnership or the Corporation in connection with the Easements.

RESOLVED FURTHER, that the foregoing resolutions are in addition to, and do not limit and shall not be limited by, any resolutions heretofore or hereafter adopted by or on behalf of the Corporation, the General Partner, or the Partnership, for the conduct of the business necessary to enable the execution of any and all documents in connection with the Real Estate Sale, the Seller Loan, the Loan Forgiveness, the Loan Repayment, and the Easements (collectively, the “Resolved Matters”) and the foregoing resolutions shall continue in force until express written notice of their prospective rescission or modification as to future transactions that have not been undertaken or committed for has been received by the parties to the Resolved Matters.

RESOLVED FURTHER, that the Authorized Representative be and is authorized and directed on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to approve, execute, and deliver any documents that may be required with respect to the Resolved Matters on behalf of the Corporation, the General Partner, and/or the Partnership, as applicable.

RESOLVED FURTHER, that any and all actions regarding the Resolved Matters by or on behalf of the Corporation, the General Partner, and/or the Partnership prior to the adoption of these resolutions be and are in all respects ratified, approved, and confirmed.

RESOLVED FURTHER, that each of the lenders herein described is authorized to rely on the continuing force and effect of these Resolutions until receipt by such party at its principal office of notice in writing from the Corporation, the General Partner, Partnership, as applicable, of any amendments or alterations hereof.

RESOLVED FURTHER, to the extent required by the various counterparties referenced herein associated with the Resolved Matters, that the Authorized Representative be and is authorized and directed on behalf of the Corporation any time hereafter and without further action by or authority or direction from the Board of Directors to revise the dollar amounts as they are listed herein and to add, amend, or replace the lists of documents provided in this Resolution, so long as such actions do not result in a material change to the Resolved Matters as they have been approved by the Board of Directors.

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SCHEDULE 1

Tracts A, B, D and E, Registered Land Survey No. 1769, Hennepin County, Minnesota.

(Torrens Property, Certificate of Title No. 1586715)

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Clare Housing Board of Directors Nominees for 2026

Jayden Myles (Nominated by Shane)

Jayden's background is in social work, and he previously worked at Rainbow Health prior to joining the Institutional Review Board at UMN. In his work with Rainbow Health and other social service agencies (such as in homeless services for youth) Jayden has worked with programs including Ryan White and Short-Term Rent, Mortgage and Utility assistance. For the past two years Jayden has been the analyst supporting the IRB panel chaired by Shane. Jayden has expressed a strong desire to get back into a position to support People Living with HIV, and a skill in helping people coming from very different experiences communicating effectively with each other.

Ashley Pattain (Nominated by Chris Robert)

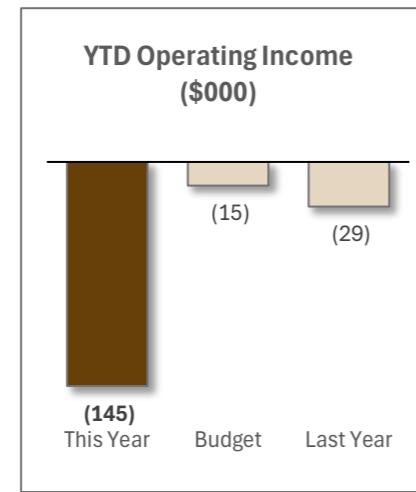
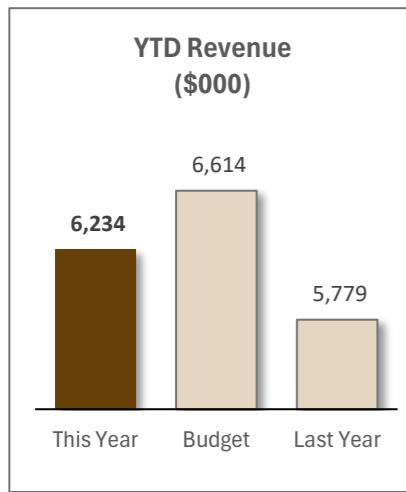
Ashley is a recent Hamline Law School graduate and is clerking for a judge in Ramsey county. She has extensive experience in healthcare as an analyst, specifically in pharmacy benefit management. She has served (and continues to serve) on the boards of diverse non-profits locally, including a new role on the Lavendar Bar Association Board of Directors. Ashley is very involved in the community and wants to use her experience and skills effectively. Ashley also recommended Isaac Manchego who is being put forward as a potential Board member for 2026.

Isaac Manchego (introduced through Ashley via Chris Robert)

Isaac is a new law school grad from Hamline Law School, currently waiting on his bar exam results. In law school Isaac focused on civil rights, racial justice, and community-centered legal advocacy. He has experience in legal research, working with the Funders Together to End Homelessness collaborative in Washington DC, and is an active community volunteer. He anticipates ramping up a job search this fall once his scores are available. In addition to his volunteer and professional experience Isaac has personal experience that will contribute to the work we do at Clare Housing, and has a passion for the people we are serving.

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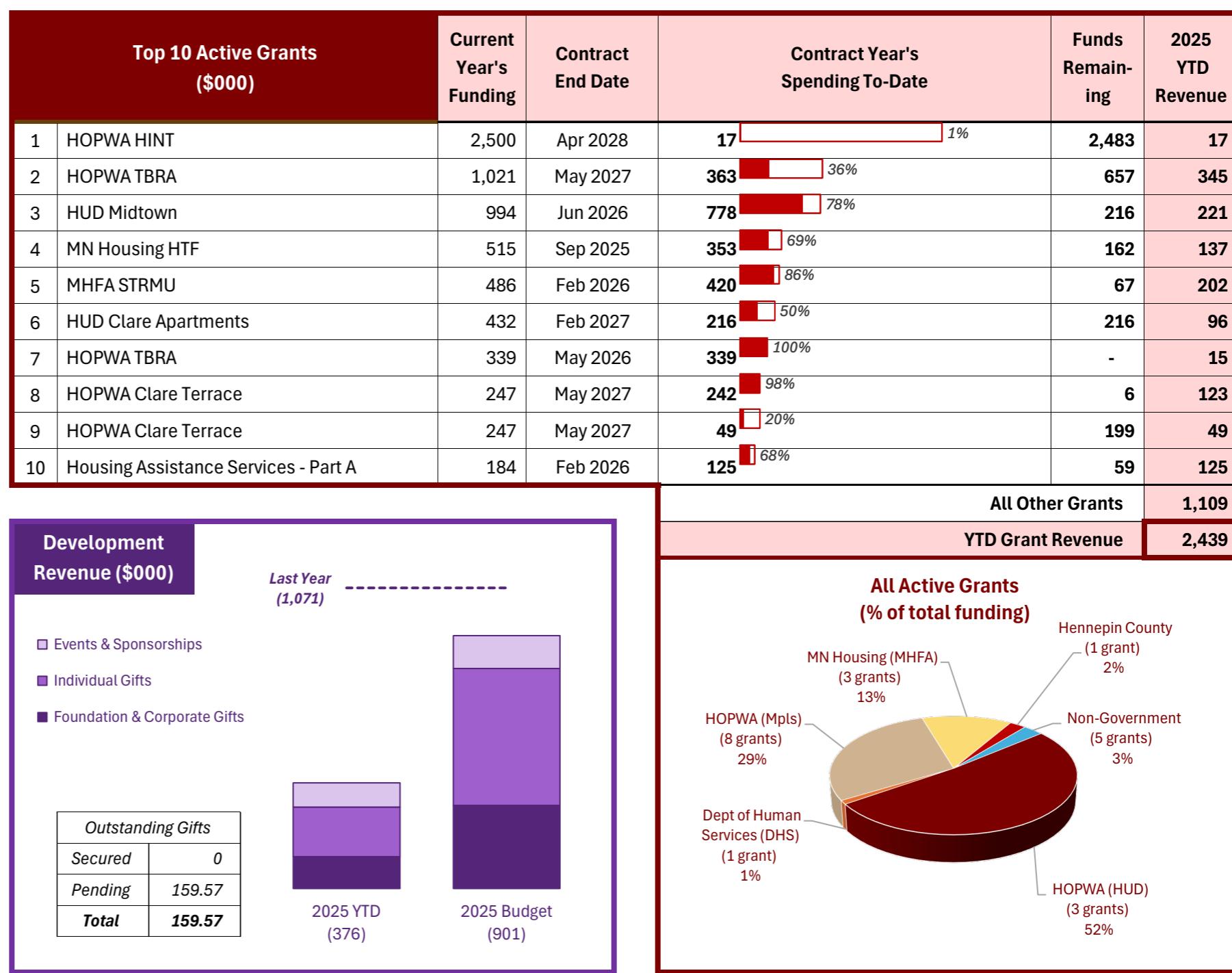
| P&L Financial Highlights | |
|--------------------------|---|
| Revenue | Program Income below budget for the month but offset by a reduction in expenses. Grant Income for month and YTD below budget, relating to loss of DHS Ryan White funding and partially offset by a reduction in expenses. Contribution Income for the month was below budget but is expected to be a timing related item. |
| Expenses | Salaries and Benefits below budget for the month, as budgeted for Indigo House to open in July, but likely will be a September opening. Program expenses down for the month are partially offset by grant income. Professional Services, G&A, and Facility Operations differences are all timing related. |
| Other | Investment gains were \$48k during the month to bring the total invested funds to \$3,319k. |
| Proj'n | For the year, revenue and operating income is projected to be on budget. |

| P&L Summary (\$'000) | August 2025 | | | | August 2025 YTD | | | |
|--|-------------|-------------|--------------------|-------------------------|-------------------|---------------|--------------------|------------------|
| | Actual | Budget | Actual less Budget | 2024 | Actual | Budget | Actual less Budget | 2024 |
| Program Income | 430 | 439 | (10) -2% | 478 | (48) -10% | 3,377 | 3,356 | 21 1% |
| Grant Income | 264 | 359 | (95) -27% | 228 | 36 16% | 2,439 | 2,763 | (324) -12% |
| Contributions Income | 31 | 43 | (12) -29% | 40 | (9) -23% | 389 | 466 | (77) -17% |
| Other Operating Income | 4 | 4 | (0) 0% | 4 | 0 3% | 29 | 29 | (0) 0% |
| Total Revenue | 728 | 845 | (117) -14% | 749 | (21) -3% | 6,234 | 6,614 | (380) -6% |
| Salaries & Benefits | 470 | 504 | (34) -7% | 467 | 3 1% | 3,801 | 3,782 | 19 0% |
| Program Expenses | 268 | 302 | (34) -11% | 233 | 35 15% | 1,973 | 2,227 | (254) -11% |
| Professional Services | 39 | 47 | (8) -16% | 31 | 9 29% | 314 | 299 | 15 5% |
| General & Administrative | 7 | 14 | (7) -52% | 12 | (5) -41% | 128 | 153 | (26) -17% |
| Facility Operations | 21 | 22 | (2) -7% | 14 | 7 47% | 163 | 166 | (4) -2% |
| Total Expenses | 805 | 890 | (84) -9% | 756 | 49 6% | 6,379 | 6,629 | (250) -4% |
| Operating Income | (77) | (45) | (33) -73% | (7) | (71) nm | (145) | (15) | (130) nm |
| Investment Gains/(Losses) | 48 | - | 48 n/a | 41 | 7 18% | 189 | - | 189 n/a |
| Property Gains/(Losses) | (9) | (8) | (1) -15% | (7) | (3) -37% | (71) | (62) | (10) -16% |
| Other Non-Operating | 11 | - | 11 n/a | - | 11 n/a | 856 | - | 856 n/a |
| Change in Net Assets | (28) | (53) | 25 48% | 27 | (54) -202% | 829 | (77) | 906 nm |
| Year-End Projection: | | | | Revenue | 9,900 | 10,280 | (380) -4% | 8,924 |
| | | | | Operating Income | 31 | 31 | - 0% | 71 |
| Program Income : CADI, GRH, HSS and other fee-for-service income. | | | | | | | | |
| Grant Income : Gov't and other funding for a designated purpose. | | | | | | | | |
| Contributions : Unrestricted individual and institutional gifts. | | | | | | | | |

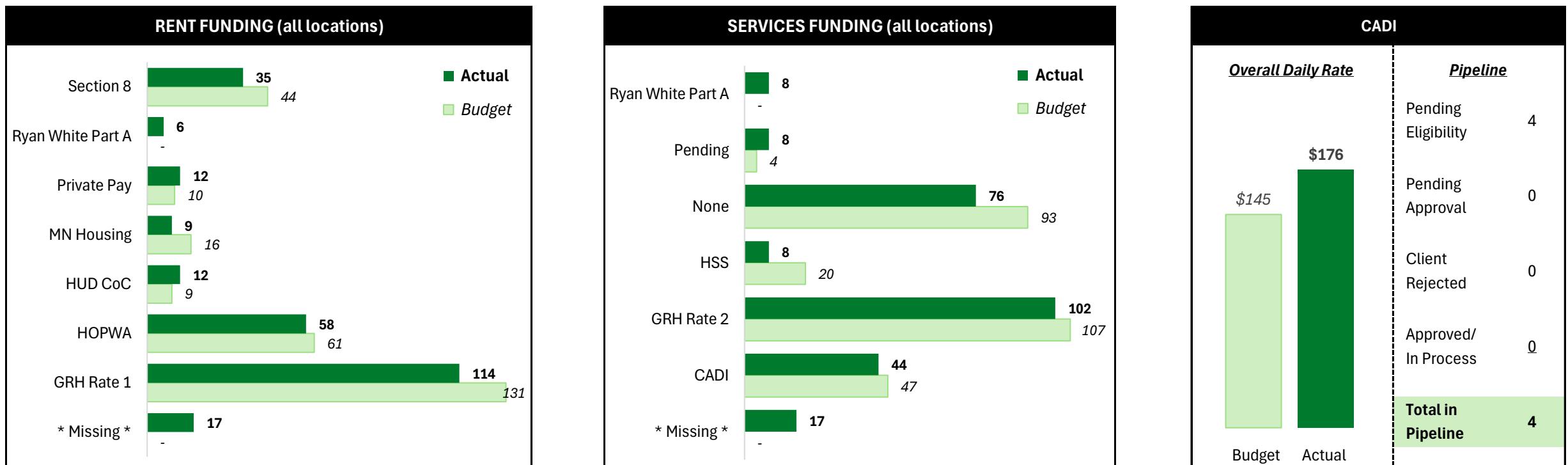
| Balance Sheet (\$'000) | Aug 2025 | | Aug 2024 | |
|-------------------------------------|---------------|-------------|--------------|-------------|
| | Actual | % of Total | Actual | % of Total |
| Operating Cash | 585 | 5% | 538 | 6% |
| Receivables | 1,020 | 9% | 1,008 | 11% |
| Prepays & Deposits | 112 | 1% | 91 | 1% |
| Operating Assets | 1,717 | 15% | 1,637 | 17% |
| Property & Equipment | 2,598 | 23% | 1,433 | 15% |
| Invested Funds | 3,367 | 30% | 3,154 | 33% |
| Investment in Partnerships | 904 | 8% | 692 | 7% |
| Notes Receivable | 2,647 | 24% | 2,647 | 28% |
| Other Assets | 9,516 | 85% | 7,926 | 83% |
| Total Assets | 11,233 | 100% | 9,563 | 100% |
| Payables & Accruals | 535 | 5% | 452 | 5% |
| Interest Bearing Debt | 43 | 0% | 38 | 0% |
| Deferred Revenue | 1,060 | 9% | 397 | 4% |
| Total Liabilities | 1,638 | 15% | 888 | 9% |
| Restricted Net Assets | 1,975 | 18% | 3,034 | 32% |
| Designated Net Assets | 3,367 | 30% | 3,154 | 33% |
| Unrestricted Net Assets | 4,253 | 38% | 2,488 | 26% |
| Total Net Assets | 9,595 | 85% | 8,676 | 91% |
| Liabilities & Net Assets | 11,233 | 100% | 9,563 | 100% |

| Permanent Support Housing Residents | | | Actual Count | Budget Count | % of Budget |
|-------------------------------------|-------------------|------------|--------------|--------------|-------------|
| Rent | GRH Rate 1 | 114 | 131 | 87% | |
| | HOPWA | 58 | 61 | 95% | |
| | HUD CoC | 12 | 9 | 133% | |
| | MN Housing | 9 | 16 | 56% | |
| | Pending | - | - | | |
| | Private Pay | 12 | 10 | 120% | |
| | Ryan White Part A | - | - | | |
| | Section 8 | 35 | 44 | 80% | |
| | Total | 240 | 271 | 89% | |
| | | | | | |
| Services | CADI | 44 | 47 | 94% | |
| | GRH Rate 2 | 102 | 107 | 95% | |
| | HSS | 8 | 20 | 40% | |
| | None | 76 | 93 | 82% | |
| | Pending | 8 | 4 | 200% | |
| | Ryan White Part A | 2 | - | | |
| | Total | 240 | 271 | 89% | |
| Mar 2025 | Apr 2025 | May 2025 | Jun 2025 | Jul 2025 | Aug 2025 |
| 241 | 241 | 241 | 239 | 239 | 241 |
| Permanent Support Housing Residents | | | | | |
| 23 | 15 | 21 | 18 | 17 | 22 |
| Short-Term Clients | | | | | |
| 97.5% | 97.5% | 97.5% | 96.3% | 95.7% | 96.9% |
| PSH (non-SS) Occupancy | | | | | |

| Investment Matrix (\$'000) | | Invested Funds | | | | | |
|----------------------------|-----------------------|----------------|--------------|------------|--------------|--------------|---------------------|
| | | Short-Term | Mid-Term | Long-Term | ESG Fund | Total | Target (12/17/2024) |
| Designated Funds | New Construction | - | 430 | - | 570 | 1,000 | 1,000 |
| | Strategic Initiatives | - | 374 | 196 | 570 | 1,141 | 1,000 |
| | Sustainability | 506 | 226 | 405 | 91 | 1,227 | 1,200 |
| | Total | 506 | 1,030 | 600 | 1,231 | 3,367 | 3,200 |
| | Target (12/17/2024) | 500 | 1,000 | 600 | 1,100 | 3,200 | |



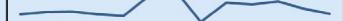
| OCCUPANCY | | Board Summary August 2025 | RESIDENT COUNTS | | | | | | | PROGRAM & GRANT REVENUE | | | |
|--|-------------------|------------------------------|-----------------------|---------------------------|----------------------------|------------------------|--------------------|-------------------|----------------------------------|-------------------------|--------------------|--------------------|------------------|
| Units Available | Average Occupancy | | Residents on 8/1/2025 | Admissions & Transfers In | Discharges & Transfers Out | Residents on 8/31/2025 | Budgeted Residents | 6-Month Trendline | Residents One Year Ago 8/31/2024 | YTD Actual (\$000) | YTD Budget (\$000) | Actual less Budget | |
| | | | | | | | | | | | | | |
| 32 | 94% | Clare Apartments | 30 | 1 | (1) | 30 | 31 | -1 | 30 | - | 580 | 595 | (15) -3% |
| 45 | 96% | Clare Midtown | 42 | 2 | (1) | 43 | 43 | - | 43 | - | 1,077 | 1,108 | (31) -3% |
| 36 | 97% | Clare Terrace | 35 | 0 | 0 | 35 | 34 | +1 | 31 | +4 | 533 | 526 | 7 1% |
| 36 | 100% | Marshall Flats | 35 | 2 | (1) | 36 | 36 | - | 32 | +4 | 648 | 652 | (4) -1% |
| 149 | 97% | Support Housing | 142 | 5 | (3) | 144 | 144 | - | 136 | +8 | 2,839 | 2,882 | (43) -2% |
| | | | | | | | | | | | | | |
| 4 | 100% | Agape Dos | 4 | 0 | 0 | 4 | 4 | - | 4 | - | 325 | 261 | 64 24% |
| 4 | 100% | Damiano House | 4 | 1 | (1) | 4 | 4 | - | 4 | - | 329 | 300 | 29 10% |
| 4 | 100% | Grace House | 4 | 0 | 0 | 4 | 4 | - | 3 | +1 | 340 | 267 | 73 27% |
| 12 | 100% | Care Homes | 12 | 1 | (1) | 12 | 12 | - | 11 | +1 | 994 | 828 | 166 20% |
| | | | | | | | | | | | | | |
| | | Scattered Sites | 85 | 4 | (4) | 85 | 115 | -30 | 94 | -9 | 1,153 | 1,387 | (234) -17% |
| | | | | | | | | | | | | | |
| Permanent Support Housing Residents | | | 239 | 10 | (8) | 241 | 271 | -30 | 241 | - | 4,986 | 5,097 | (111) -2% |
| | | | | | | | | | | | | | |
| | | Hotel to Housing | 8 | 0 | 0 | 8 | 0 | +8 | 8 | - | - | - | n/a |
| | | Bridge to Stability | 9 | 10 | (5) | 14 | 0 | +14 | 27 | -13 | - | - | n/a |
| | | Short Term Clients | 17 | 10 | (5) | 22 | 0 | +22 | 35 | -13 | - | - | n/a |
| | | | | | | | | | | | | | |
| | | Non-Allocated | | | | | | | | | 832 | 1,022 | (190) -19% |
| | | | | | | | | | | | | | |
| TOTAL CLARE HOUSING | | | 256 | 20 | (13) | 263 | 271 | -8 | 276 | -13 | 5,817 | 6,119 | (301) -5% |



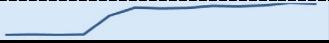
| Clare Housing P&L STATEMENT (\$000) | AUGUST 2025 | | | | | AUGUST 2025 YTD | | | | | Comments |
|--|-------------|------------|-----------------------|------------|--------------------------|-----------------|--------------|-----------------------|--------------|--------------------------|--|
| | Actual | Budget | Actual Less Budget | 2024 | Actual Less Last Year | Actual | Budget | Actual Less Budget | 2024 | Actual Less Last Year | |
| GRH-1 Housing Support | 130 | 144 | (15) -10% | 134 | (4) -3% | 1,037 | 1,146 | (109) -10% | 1,020 | 16 2% | CADI is above budget for the month and YTD due to better than budgeted rates. GRH Rate 2 is below budget YTD due to lower than budgeted residents. |
| Private Pay Rent Income | 12 | 13 | (1) -7% | 12 | (0) -3% | 96 | 104 | (7) -7% | 100 | (4) -4% | |
| GRH-2 Housing Support | 47 | 54 | (7) -14% | 49 | (2) -4% | 374 | 420 | (46) -11% | 379 | (5) -1% | |
| CADI Income | 234 | 217 | 17 8% | 276 | (42) -15% | 1,798 | 1,609 | 189 12% | 1,817 | (19) -1% | |
| Housing Stabilization Support (HSS) | - | 3 | (3) -100% | 1 | (1) -100% | 0 | 21 | (20) -98% | 4 | (3) -90% | |
| Housing Support Admin Fee | 7 | 7 | (1) -8% | 6 | 1 12% | 54 | 51 | 3 7% | 48 | 6 13% | |
| Other Program Income | 1 | 1 | 0 11% | 1 | 0 12% | 18 | 6 | 12 212% | 2 | 15 nm | |
| Total Program Income | 430 | 439 | (10) -2% | 478 | (48) -10% | 3,377 | 3,356 | 21 1% | 3,371 | 6 0% | |
| DHS Grants | 8 | 43 | (35) -82% | 41 | (33) -81% | 549 | 569 | (20) -4% | 413 | 136 33% | HOPWA grants are below budget, due to a slower than expected ramp up of the HOPWA SS program and Indigo House, which is partially offset by apartment lease expense. DHS grants to be lower than budget for remainder of the year due to loss of Ryan White funding. |
| HOPWA Grants | 146 | 209 | (63) -30% | 100 | 45 45% | 1,069 | 1,286 | (217) -17% | 859 | 210 24% | |
| Hennepin County Grants | 25 | 27 | (2) -8% | 25 | (0) 0% | 216 | 222 | (6) -3% | 170 | 46 27% | |
| MDH Grants | - | - | - n/a | - | - n/a | - | - | - n/a | - | - n/a | |
| MN Housing Grants | 62 | 64 | (2) -2% | 39 | 23 60% | 345 | 531 | (185) -35% | 182 | 163 90% | |
| Other Government Grants | 23 | 15 | 8 51% | 23 | 0 1% | 228 | 127 | 101 80% | 98 | 131 134% | |
| Corporate Grants | - | 2 | (2) -100% | - | - n/a | 32 | 29 | 3 11% | - | 32 n/a | |
| Total Grant Income | 264 | 359 | (95) -27% | 228 | 36 16% | 2,439 | 2,763 | (324) -12% | 1,721 | 718 42% | |
| Foundation/Corporate Gifts | - | 5 | (5) -100% | 18 | (18) -100% | 114 | 125 | (11) -9% | 135 | (22) -16% | Contributions for the month and YTD are below budget, but are expected to be timing related. |
| Individual Gifts | 11 | 30 | (19) -63% | 21 | (10) -47% | 176 | 243 | (67) -27% | 448 | (272) -61% | |
| Sponsorships | 10 | 8 | 3 34% | 1 | 9 nm | 86 | 98 | (11) -11% | 76 | 10 14% | |
| Community Events | 10 | 1 | 9 nm | - | 10 n/a | 12 | 1 | 12 nm | 0 | 12 nm | |
| Total Contributions Income | 31 | 43 | (12) -29% | 40 | (9) -23% | 389 | 466 | (77) -17% | 659 | (271) -41% | |
| Management Fee Income | 4 | 4 | 0 0% | 4 | 0 3% | 29 | 29 | 0 0% | 28 | 1 3% | |
| Developer Fee Income | - | - | - n/a | - | - n/a | - | - | - n/a | - | - n/a | |
| Operating Interest Income | 0 | 0 | (0) -29% | 0 | (0) -31% | 0 | 0 | (0) -30% | 0 | (0) -30% | |
| Total Other Operating Income | 4 | 4 | (0) 0% | 4 | 0 3% | 29 | 29 | (0) 0% | 28 | 1 3% | |
| TOTAL REVENUE | 728 | 845 | (117) -14% | 749 | (21) -3% | 6,234 | 6,614 | (380) -6% | 5,779 | 454 8% | |
| Wages Expense | 379 | 408 | (28) -7% | 388 | (9) -2% | 3,066 | 3,051 | 15 0% | 2,951 | 115 4% | Wage expense for the month is below budget due to expected start up of Indigo House program. Program expected to start up in September. |
| Payroll Taxes | 28 | 33 | (5) -16% | 29 | (1) -3% | 253 | 248 | 5 2% | 247 | 6 3% | |
| Medical/Dental Insurance | 37 | 41 | (5) -11% | 32 | 5 16% | 318 | 309 | 9 3% | 316 | 3 1% | |
| Disability Insurance | 10 | 5 | 6 123% | 4 | 6 132% | 41 | 35 | 6 18% | 37 | 4 12% | |
| 403(b) Match | 11 | 10 | 1 8% | 8 | 3 32% | 83 | 74 | 9 12% | 69 | 14 21% | |
| Workers' Compensation | 4 | 6 | (2) -33% | 6 | (2) -28% | 32 | 47 | (15) -32% | 46 | (14) -31% | |

| Clare Housing P&L STATEMENT (\$000) | AUGUST 2025 | | | | | AUGUST 2025 YTD | | | | | Comments |
|--|-------------|------------|-----------------------|------------|--------------------------|-----------------|--------------|-----------------------|--------------|--------------------------|---|
| | Actual | Budget | Actual Less Budget | 2024 | Actual Less Last Year | Actual | Budget | Actual Less Budget | 2024 | Actual Less Last Year | |
| Employee Recognition | 1 | 1 | (0) -12% | 0 | 1 nm | 7 | 18 | (11) -59% | 4 | 3 87% | |
| Total Salaries & Benefits | 470 | 504 | (34) -7% | 467 | 3 1% | 3,801 | 3,782 | 19 0% | 3,669 | 132 4% | |
| Apartment Lease Expense | 231 | 274 | (44) -16% | 196 | 35 18% | 1,689 | 2,001 | (312) -16% | 1,340 | 348 26% | Apartment lease expense partially offset by reduced HOPWA grant income noted above. |
| Food Expense | 18 | 17 | 1 7% | 19 | (1) -6% | 146 | 132 | 15 11% | 148 | (2) -1% | |
| Household Supplies | 9 | 5 | 4 71% | 12 | (3) -22% | 71 | 42 | 29 69% | 78 | (7) -9% | |
| Medical Supplies | 4 | 1 | 3 225% | 1 | 3 269% | 12 | 10 | 2 21% | 10 | 2 18% | |
| Resident Activities | 0 | 1 | (1) -61% | 2 | (1) -74% | 9 | 12 | (3) -27% | 9 | 0 3% | |
| Resident Transportation | 3 | 0 | 3 nm | 1 | 3 nm | 19 | 4 | 16 434% | 8 | 12 156% | |
| Staff Training | 2 | 2 | (0) -5% | 2 | 0 3% | 24 | 24 | 1 2% | 17 | 7 41% | |
| Substitute Caregivers | - | - | - n/a | - | - n/a | - | - | - n/a | 1 | (1) -100% | |
| Other Program Expense | - | 0 | (0) -100% | - | - n/a | 1 | 2 | (1) -37% | - | 1 n/a | |
| Total Program Expenses | 268 | 302 | (34) -11% | 233 | 35 15% | 1,973 | 2,227 | (254) -11% | 1,612 | 361 22% | |
| Finance & Accounting | 19 | 9 | 10 110% | 9 | 10 108% | 66 | 70 | (4) -5% | 76 | (10) -14% | Other consulting services YTD is above budget but is offset by DHS grant income. |
| Government Affairs | 3 | 3 | 1 33% | 2 | 1 45% | 28 | 20 | 8 38% | 14 | 13 93% | |
| HR Consulting | - | - | - n/a | - | - n/a | 0 | - | 0 n/a | - | 0 n/a | |
| IT Support | 8 | 7 | 2 23% | 4 | 4 89% | 48 | 53 | (5) -10% | 47 | 0 1% | |
| Legal Services | - | - | - n/a | 2 | (2) -100% | - | - | - n/a | 2 | (2) -100% | |
| Online Services | 4 | 4 | (0) -6% | 4 | (0) -3% | 42 | 40 | 1 4% | 38 | 4 9% | |
| Payroll Processing | 1 | 1 | (0) -3% | - | 1 n/a | 16 | 14 | 3 19% | 7 | 10 140% | |
| Public Relations | - | - | - n/a | - | - n/a | 0 | 1 | (1) -81% | 1 | (0) -57% | |
| Other Consulting Services | 4 | 23 | (20) -84% | 9 | (5) -56% | 114 | 101 | 13 13% | 74 | 40 54% | |
| Total Professional Services | 39 | 47 | (8) -16% | 31 | 9 29% | 314 | 299 | 15 5% | 260 | 54 21% | |
| Bank Fees | 1 | 0 | 0 123% | 1 | (0) -38% | 5 | 2 | 3 149% | 16 | (11) -69% | |
| D&O Liability Insurance | 1 | 0 | 0 32% | 1 | - 0% | 5 | 4 | 1 32% | 5 | - 0% | |
| Dues & Subscriptions | 1 | 1 | 0 45% | 1 | 0 36% | 22 | 20 | 2 11% | 23 | (1) -4% | |
| Equipment Rental | - | 0 | (0) -100% | 1 | (1) -100% | 2 | 4 | (1) -39% | 4 | (2) -51% | |
| Fundraising & Event Supplies | 0 | 5 | (5) -97% | - | 0 n/a | 0 | 10 | (10) -99% | - | 0 n/a | |
| Licenses & Permits | 0 | 1 | (1) -94% | 0 | 0 263% | 11 | 11 | 0 4% | 13 | (2) -15% | |
| Meeting Expense | 1 | 0 | 0 104% | 0 | 0 179% | 5 | 3 | 3 103% | 2 | 3 116% | |
| Mileage Reimbursements | 1 | 1 | (0) -16% | 1 | (0) -34% | 7 | 11 | (4) -35% | 10 | (3) -29% | |
| Office & General Supplies | 1 | 3 | (2) -55% | 3 | (2) -56% | 55 | 46 | 9 18% | 19 | 36 190% | |
| Postage & Shipping | 0 | 0 | (0) -53% | 0 | 0 96% | 2 | 2 | (0) -21% | 3 | (1) -38% | |
| Printing & Copying | 0 | - | 0 n/a | - | 0 n/a | 1 | 2 | (1) -44% | 3 | (1) -53% | |
| Staff Recruiting & Onboarding | - | 0 | (0) -100% | - | - n/a | - | 1 | (1) -100% | 0 | (0) -100% | |
| Travel | - | 1 | (1) -100% | 4 | (4) -100% | 7 | 23 | (16) -72% | 9 | (2) -27% | |

| Clare Housing P&L STATEMENT (\$000) | AUGUST 2025 | | | | | AUGUST 2025 YTD | | | | | Comments |
|---|-------------|-------------|-----------------------|------------|--------------------------|-----------------|--------------|-----------------------|--------------|--------------------------|----------|
| | Actual | Budget | Actual Less Budget | 2024 | Actual Less Last Year | Actual | Budget | Actual Less Budget | 2024 | Actual Less Last Year | |
| Workshops & Conferences | 1 | 0 | 1 470% | - | 1 n/a | 6 | 15 | (10) -63% | 3 | 2 69% | |
| Total General & Administrative | 7 | 14 | (7) -52% | 12 | (5) -41% | 128 | 153 | (26) -17% | 111 | 17 15% | |
| Building Repairs & Maintenance | 3 | 7 | (4) -54% | 3 | 1 25% | 27 | 49 | (23) -46% | 61 | (34) -56% | |
| Custodial & General Maintenance | - | 0 | (0) -100% | - | - n/a | 3 | 3 | (0) -13% | - | 3 n/a | |
| Property Taxes | - | - | - n/a | - | - n/a | 1 | - | 1 n/a | 1 | 0 7% | |
| Property/Liability Insurance | 3 | 4 | (1) -22% | 1 | 2 202% | 28 | 30 | (2) -7% | 13 | 15 122% | |
| Telephone, Cable & Internet | 4 | 4 | 1 18% | 4 | 0 11% | 33 | 30 | 3 11% | 32 | 2 5% | |
| Utilities Expense | 10 | 7 | 3 42% | 7 | 3 52% | 71 | 54 | 17 33% | 50 | 22 43% | |
| Total Facility Operations | 21 | 22 | (2) -7% | 14 | 7 47% | 163 | 166 | (4) -2% | 155 | 7 5% | |
| <i>Total Operating Expenses</i> | <i>805</i> | <i>890</i> | <i>(84) -9%</i> | <i>756</i> | <i>49 6%</i> | <i>6,379</i> | <i>6,629</i> | <i>(250) -4%</i> | <i>5,808</i> | <i>570 10%</i> | |
| TOTAL OPERATING INCOME | (77) | (45) | (33) -73% | (7) | (71) nm | (145) | (15) | (130) nm | (29) | (116) -402% | |
| Investment Interest & Dividends | 9 | - | 9 n/a | 9 | (0) -5% | 61 | - | 61 n/a | 63 | (3) -4% | |
| Realized Capital Gains/(Losses) | - | - | - n/a | 0 | (0) -100% | - | - | - n/a | 4 | (4) -100% | |
| Unrealized Capital Gains/(Losses) | 39 | - | 39 n/a | 32 | 8 25% | 147 | - | 147 n/a | 131 | 16 12% | |
| Investment Fees | (0) | - | (0) n/a | - | (0) n/a | (18) | - | (18) n/a | (5) | (13) -238% | |
| Total Investment Gains/(Losses) | 48 | - | 48 n/a | 41 | 7 18% | 189 | - | 189 n/a | 193 | (4) -2% | |
| Depreciation Expense | (9) | (8) | (1) -15% | (7) | (3) -37% | (71) | (62) | (10) -16% | (53) | (19) -35% | |
| Total Property Gains/(Losses) | (9) | (8) | (1) -15% | (7) | (3) -37% | (71) | (62) | (10) -16% | (53) | (19) -35% | |
| SHP Interest Income | - | - | - n/a | - | - n/a | - | - | - n/a | - | - n/a | |
| SHP Interest Allowance | - | - | - n/a | - | - n/a | - | - | - n/a | - | - n/a | |
| CSH Imputed Interest Expense | - | - | - n/a | - | - n/a | - | - | - n/a | - | - n/a | |
| CSH Debt Forgiveness | - | - | - n/a | - | - n/a | - | - | - n/a | - | - n/a | |
| Clare Digs Purchase/Remodel | 11 | - | 11 n/a | - | 11 n/a | 856 | - | 856 n/a | - | 856 n/a | |
| Administrative Allocations | - | - | - n/a | - | - n/a | - | - | - n/a | - | - n/a | |
| Total Other Non-Operating | 11 | - | 11 n/a | - | 11 n/a | 856 | - | 856 n/a | - | 856 n/a | |
| <i>Total Non-Operating Gains/(Losses)</i> | <i>50</i> | <i>(8)</i> | <i>58 nm</i> | <i>34</i> | <i>16 48%</i> | <i>974</i> | <i>(62)</i> | <i>1,035 nm</i> | <i>140</i> | <i>834 nm</i> | |
| NET CHANGE IN ASSETS | (28) | (53) | 25 48% | 27 | (54) -202% | 829 | (77) | 906 nm | 111 | 717 nm | |

| Clare Housing BALANCE SHEET (\$000) | Aug 2024 | Sep 2024 | Oct 2024 | Nov 2024 | Dec 2024 | Jan 2025 | Feb 2025 | Mar 2025 | Apr 2025 | May 2025 | Jun 2025 | Jul 2025 | Aug 2025 | Comments |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---|
| | | | | | | | | | | | | | | |
| ASSETS | | | | | | | | | | | | | | |
| Petty Cash | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Checking - Bremer | 228 | 262 | 206 | 268 | 226 | 905 | 571 | 691 | 514 | 410 | 215 | 369 | 265 | |
| Money Market - Bremer | 57 | 57 | 57 | 57 | 57 | 57 | 57 | 57 | 57 | 57 | 57 | 57 | 57 | |
| Sweep Account | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Certificates of Deposit | 253 | 253 | 253 | 253 | 262 | 262 | 262 | 262 | 262 | 262 | 262 | 262 | 262 | |
| Undeposited Funds | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Operating Cash | 538 | 572 | 516 | 578 | 545 | 1,224 | 890 | 1,011 | 833 | 729 | 535 | 688 | 585 |  |
| Accounts Receivable - General | 369 | 335 | 308 | 315 | 307 | 891 | 899 | 262 | 357 | 282 | 280 | 261 | 274 | |
| Accounts Receivable - Tenant Rents | (7) | (5) | (2) | (9) | (5) | (6) | (5) | (2) | 0 | (3) | 0 | (2) | (3) | |
| Accounts Receivable - Program Services | 54 | 56 | 57 | 59 | 59 | 51 | 52 | 53 | 48 | 59 | 53 | 50 | 51 | |
| Allowance for Doubtful Receivables | (22) | (23) | (23) | (23) | (23) | (23) | (24) | (24) | (26) | (26) | (25) | (24) | (23) | |
| Grants Receivable | 356 | 395 | 422 | 403 | 400 | 317 | 465 | 366 | 704 | 750 | 827 | 638 | 523 | |
| Contributions Receivable | 72 | 65 | 88 | 50 | 58 | 36 | 29 | 22 | 14 | 7 | - | 55 | 50 | |
| Multi-Year Pledges Receivable | 201 | 257 | 236 | 232 | 186 | 180 | 166 | 162 | 185 | 181 | 184 | 171 | 156 | |
| Allowance for Doubtful Pledges | (6) | (8) | (7) | (7) | (6) | (5) | (5) | (5) | (6) | (5) | (6) | (5) | (4) | |
| Discount on Long-Term Pledges | (8) | (12) | (10) | (9) | (7) | (7) | (7) | (6) | (7) | (7) | (7) | (7) | (6) | |
| Employee Advances | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Receivables | 1,008 | 1,060 | 1,069 | 1,012 | 970 | 1,434 | 1,570 | 827 | 1,269 | 1,238 | 1,306 | 1,137 | 1,020 |  |
| Prepaid Expenses | 91 | 39 | 38 | 64 | 98 | 70 | 65 | 96 | 76 | 70 | 115 | 118 | 112 | |
| Total Prepads & Deposits | 91 | 39 | 38 | 64 | 98 | 70 | 65 | 96 | 76 | 70 | 115 | 118 | 112 |  |
| Land | 94 | 94 | 94 | 94 | 94 | 94 | 94 | 94 | 94 | 94 | 94 | 94 | 94 | |
| Land Improvements | 77 | 77 | 77 | 77 | 77 | 77 | 77 | 77 | 77 | 77 | 77 | 77 | 77 | |
| Accum Depr - Land Improvements | (70) | (70) | (71) | (71) | (71) | (71) | (71) | (71) | (71) | (72) | (72) | (72) | (72) | |
| Buildings (Office) | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | 520 | |
| Buidings (Homes) | 1,409 | 1,409 | 1,409 | 1,409 | 1,409 | 2,021 | 2,021 | 2,021 | 2,021 | 2,021 | 2,021 | 2,021 | 2,021 | |
| Accum Depr - Buildings | (849) | (854) | (858) | (862) | (866) | (871) | (876) | (882) | (887) | (892) | (898) | (903) | (909) | |
| Building Improvements | 353 | 353 | 353 | 353 | 353 | 353 | 353 | 353 | 353 | 353 | 353 | 358 | 364 | |
| Accum Depr - Building Improvements | (186) | (187) | (188) | (189) | (189) | (190) | (191) | (192) | (193) | (194) | (195) | (196) | (196) | |
| Furniture & Equipment | 334 | 334 | 334 | 334 | 334 | 334 | 334 | 394 | 402 | 402 | 402 | 402 | 402 | |
| Accum Depr - Furniture & Equipment | (282) | (284) | (285) | (287) | (289) | (291) | (292) | (295) | (297) | (300) | (303) | (306) | (309) | |
| Development in Progress | 35 | 44 | 55 | 55 | 64 | 92 | 116 | 137 | 229 | 302 | 341 | 591 | 608 | |
| Total Property & Equipment | 1,433 | 1,435 | 1,440 | 1,433 | 1,434 | 2,067 | 2,083 | 2,156 | 2,245 | 2,309 | 2,339 | 2,585 | 2,598 |  |
| Short-Term Investments - Schwab | 610 | 613 | 613 | 616 | 500 | 0 | 0 | 397 | 500 | 501 | 503 | 503 | 506 | |
| Mid-Term Investments - Schwab | 1,153 | 1,159 | 1,158 | 1,162 | 1,001 | 897 | 902 | 1,116 | 1,018 | 1,018 | 1,023 | 1,023 | 1,030 | |
| Long-Term Investments - Schwab | 417 | 423 | 412 | 416 | 575 | 578 | 590 | 589 | 591 | 587 | 595 | 593 | 600 | |

| Clare Housing BALANCE SHEET (\$000) | Aug 2024 | Sep 2024 | Oct 2024 | Nov 2024 | Dec 2024 | Jan 2025 | Feb 2025 | Mar 2025 | Apr 2025 | May 2025 | Jun 2025 | Jul 2025 | Aug 2025 | Comments |
|---|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|
| ESG Investments - Aperio | 974 | 995 | 974 | 1,010 | 1,102 | 1,134 | 1,128 | 1,081 | 1,080 | 1,142 | 1,191 | 1,200 | 1,231 | |
| Investments - Flourish | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total Invested Funds | 3,154 | 3,190 | 3,158 | 3,203 | 3,178 | 2,609 | 2,620 | 3,183 | 3,189 | 3,248 | 3,312 | 3,319 | 3,367 |  |
| Due From Partnerships | 367 | 369 | 346 | 330 | 346 | 396 | 414 | 432 | 449 | 441 | 458 | 458 | 470 | |
| Investment in Clare Apartments LP | 75 | 75 | 75 | 75 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | 96 | |
| Investment in Clare Hiawatha LP | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | |
| Investment in Clare Terrace LP | 221 | 221 | 221 | 221 | 266 | 266 | 266 | 287 | 287 | 307 | 307 | 307 | 307 | |
| Total Investment in Partnerships | 692 | 694 | 672 | 655 | 738 | 788 | 806 | 846 | 862 | 874 | 892 | 892 | 904 |  |
| Notes Receivable - HOPWA | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | |
| Notes Receivable - FHLB | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | 1,147 | |
| Notes Receivable - SHP | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | |
| Interest Receivable - SHP | 618 | 618 | 618 | 618 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | 669 | |
| Interest Allowance - SHP | (618) | (618) | (618) | (618) | (669) | (669) | (669) | (669) | (669) | (669) | (669) | (669) | (669) | |
| Other Long-Term Receivables | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Notes Receivable | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | 2,647 | |
| TOTAL ASSETS | 9,563 | 9,637 | 9,539 | 9,593 | 9,610 | 10,840 | 10,683 | 10,765 | 11,122 | 11,116 | 11,147 | 11,387 | 11,233 |  |
| LIABILITIES & NET ASSETS | | | | | | | | | | | | | | |
| Accounts Payable | 19 | 24 | 38 | 69 | 64 | 231 | 75 | 85 | 42 | 215 | 117 | 224 | 38 | |
| Bill.com Clearing | 3 | (11) | (3) | (7) | - | 6 | (2) | (2) | (5) | 2 | (17) | 23 | 17 | |
| Miscellaneous Payables | 72 | 12 | 64 | 12 | 20 | 677 | 677 | 70 | 64 | 7 | 56 | 5 | 77 | |
| GRH Pooled Funds | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | |
| Accrued Payroll | 190 | 210 | 78 | 89 | 129 | 176 | 175 | 213 | 236 | 93 | 122 | 165 | 202 | |
| Accrued PTO | 155 | 158 | 164 | 163 | 166 | 164 | 174 | 182 | 176 | 185 | 194 | 190 | 186 | |
| Total Payables & Accruals | 452 | 406 | 355 | 340 | 392 | 1,268 | 1,112 | 562 | 527 | 516 | 486 | 621 | 535 |  |
| Pre-Development Loans | 38 | 38 | 38 | 38 | 43 | 43 | 43 | 43 | 43 | 43 | 43 | 43 | 43 | |
| Total Interest Bearing Debt | 38 | 38 | 38 | 38 | 43 | 43 | 43 | 43 | 43 | 43 | 43 | 43 | 43 |  |
| Deferred Developer Fees | 19 | 19 | 19 | 19 | - | - | - | - | - | - | - | - | - | |
| Deferred Grants | 378 | 376 | 408 | 408 | 408 | 874 | 909 | 966 | 1,212 | 1,176 | 1,140 | 1,101 | 1,060 | |
| Other Deferred Revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Deferred Revenue | 397 | 395 | 427 | 427 | 408 | 874 | 909 | 966 | 1,212 | 1,176 | 1,140 | 1,101 | 1,060 |  |
| Total Liabilities | 888 | 839 | 820 | 806 | 843 | 2,185 | 2,064 | 1,571 | 1,782 | 1,736 | 1,669 | 1,765 | 1,638 |  |
| Deferred grants includes SHORP funds, capital grant for Clare NE, resident council grant, Capacity Building and HUD grants. | | | | | | | | | | | | | | |

| Clare Housing BALANCE SHEET (\$000) | Aug 2024 | Sep 2024 | Oct 2024 | Nov 2024 | Dec 2024 | Jan 2025 | Feb 2025 | Mar 2025 | Apr 2025 | May 2025 | Jun 2025 | Jul 2025 | Aug 2025 | Comments |
|---|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|
| Restricted Net Assets | 3,034 | 3,084 | 3,066 | 3,064 | 2,023 | 2,018 | 2,005 | 2,001 | 2,022 | 2,019 | 2,022 | 2,009 | 1,975 | |
| Total Restricted Net Assets | 3,034 | 3,084 | 3,066 | 3,064 | 2,023 | 2,018 | 2,005 | 2,001 | 2,022 | 2,019 | 2,022 | 2,009 | 1,975 |  |
| Board Designated - New Construction | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 430 | 430 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | |
| Board Designated - Strategic Initiatives | 927 | 963 | 931 | 977 | 952 | 952 | 963 | 956 | 962 | 1,021 | 1,086 | 1,093 | 1,141 | |
| Board Designated - Sustainability Fund | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | 1,227 | |
| Other Board Designated | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total Designated Net Assets | 3,154 | 3,190 | 3,158 | 3,203 | 3,178 | 2,609 | 2,620 | 3,183 | 3,189 | 3,248 | 3,312 | 3,319 | 3,367 |  |
| Unrestricted Net Assets | 2,377 | 2,291 | 2,341 | 2,297 | 3,363 | 4,140 | 4,142 | 3,583 | 3,556 | 3,500 | 3,433 | 3,438 | 3,425 | |
| YTD Change in Net Assets | 111 | 233 | 155 | 223 | 202 | (112) | (148) | 427 | 573 | 614 | 711 | 856 | 829 | |
| Total Unrestricted Net Assets | 2,488 | 2,524 | 2,495 | 2,520 | 3,565 | 4,028 | 3,994 | 4,010 | 4,129 | 4,113 | 4,144 | 4,294 | 4,253 |  |
| Total Net Assets | 8,676 | 8,797 | 8,719 | 8,787 | 8,767 | 8,654 | 8,618 | 9,194 | 9,340 | 9,380 | 9,478 | 9,623 | 9,595 |  |
| TOTAL LIABILITIES & NET ASSETS | 9,563 | 9,637 | 9,539 | 9,593 | 9,610 | 10,840 | 10,683 | 10,765 | 11,122 | 11,116 | 11,147 | 11,387 | 11,233 |  |

Clare Housing Executive Director Report September 2025

Phoebe's 2025 Priorities

Priorities were developed by cross referencing 1) the four strategic framework areas + Resources and Q1 2) the 3-year agency plan that is created by the leadership team and 3) priorities I laid out with individual leadership staff

| Strategic Area | Progress notes | Status |
|--|---|--------|
| <i>Staff</i> | | |
| 1. Conversion to new payroll system | UKG working on building platform – go live Oct | 55% |
| 2. Explore marketplace health insurance | Meeting with benefits broker to explore | 10% |
| 3. Assess ongoing staffing structure | Will incorporate into budgeting & scenario planning | 10% |
| <i>Properties</i> | | |
| 1. Get to closing on Clare Apts Reno | Bids received, within budget. Working on legal | 80% |
| 2. Open Indigo House | Appliances (last item) to arrive within 2 weeks | 95% |
| 3. Move Clare 55+ forward | Apps submitted to FHLB, City, MHFA (no early “no”) | 50% |
| 4. Move Clare YAP forward | Initial worksheet approved, working on term sheet | 5% |
| <i>Services</i> | | |
| 1. Improve undetectability rates | All sites at or above 50%, with Apts at 97% | 53% |
| 2. Roll out mental health related services | Engaged consultant through 2025. | 30% |
| 3. Indigo House roll-out pilot | All staff hired, launching within days | 50% |
| 4. Greater MN needs assessment | New position created and posted | 10% |
| <i>Advocacy</i> | | |
| 1. Push ICS apps forward | Stalled since Nov 2023. No response from DHS | 25% |
| 2. HIV Housing Coalition related activity | Madeleine running this – see Advocacy outcomes | 75% |
| 3. HIV funding | Success at State, TBD with HOPWA at Federal level | 25% |
| <i>Resources</i> | | |
| 1. Capacity Building Campaign | Working to get to Feasibility by Fall | 3% |
| 2. Increased # of donors and gift asks | Individual gifts down YTD with low forecast | 25% |
| 3. Volunteer program | Re-positioning supervision by end of year | 20% |
| <i>Quality Improvement/Impact</i> | | |
| 1. Partnership exploration | Next steps unclear with ASOs. Scenario Planning TBD | 25% |
| 2. Vacancy rate improvement | Targets and tracking in place, seeing improvements | 75% |
| 3. Transparency re: equity in outcomes | Finalize updates for discussion | 25% |
| 4. 24/7 Customized Living at target | Financials are above budget YTD | 75% |
| <i>Issues</i> | | |
| A. ICS / Medicaid services | | |
| B. Advancement Goal | | |
| C. Organizational “re-set” | | |