



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 March 25
4:00 – 6:00 pm
In Person: Clare Marshall Flats, 2525 NE 2nd St., Minneapolis 55418

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 -----	Facilitator	Start (est.)
Welcome, Introductions & Housekeeping	Mark	4:00
1. Approval of Consent Agenda – motion required <ol style="list-style-type: none"> a. Agenda b. Board Minutes 1.28.25 c. Outcome Dashboards d. Development Committee Minutes Feb 2025 e. Finance Committee Minutes Jan & Feb 2025 f. Properties Committee Minutes Feb, March 2025 g. Executive Committee Minutes March 2025 	Mark	4:05
2. Declaration of any Potential Conflict of Interest	Mark	4:10
3. Re-cap of February Informational Session on Partnerships/Mergers	Phoebe	4:10
4. Properties Committee <ol style="list-style-type: none"> a. Bloom Lake Flats partnership de-briefing recap (read Properties Committee Minutes from February 2025 for more detail) 	Michael	4:25
5. Development Update – <ol style="list-style-type: none"> a. A Place to Call Home prep b. Capacity Building Campaign and SolFull Fundraising 	Jenny	4:35
6. Board Member Engagement and Development Committee <ol style="list-style-type: none"> a. Next steps regarding discussion of clients as board members 	Shane	4:40
7. 2024 Outcomes Presentation	Phoebe	4:45
8. Executive Director Report	Phoebe	5:30
9. Finance <ol style="list-style-type: none"> a. Feb Financials 	Mike Greenstein	5:40
10. Other Business	Mark	5:50
Upcoming Events		
<ul style="list-style-type: none"> • 4/26 Trans-Plants Fundraiser/plant sale, Umbra Arts, 12 – 5pm • 5/29 Pride kickoff & “philanthro-brew” at Urban Growler 5 – 7 pm • Save the Date for the State of the Agency, May 15, 4:30 – 5:30 pm 		
Executive Session (as needed)		
Adjourn	Mark	6:00

Clare Housing Board of Directors Minutes

Tuesday, January 28, 2025

4:00pm – 6:00pm

In-Person (Clare Terrace) / Virtual Meeting

Board Members Present In-Person: Mark Lasswell, Michael Staufacker, Shane McAllister, Gage Urvina, Amanda Janzen(4:24pm), Rose Teng, Julie Huck(4:15pm), Miranda Wilson, Patrick Ingram, Bill Kos, Maggy Otte, Chris Robert, & Claire Fleming

Board Members Present Virtually: Mary Novak, Kelsey Vatsaas, & Larry Dunivan

Board Members Absent: None

Staff Members Present In-Person: Phoebe Trepp, Leah Cameron, Jenny Harding, Jon Heilig, Zach Petroski, & Nickey Robare

Staff Members Present Virtually: Mike Greenstein

Guest(s): None

Call To Order/Introductions: 4:05pm (**M. Lasswell**)

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

- a. Agenda
- b. Special Board Mtg Minutes 12.17.24
- c. Outcomes Dashboard
- d. Finance Committee Minutes Oct, Nov, Dec 2024
- e. Properties Committee Minutes Dec 2024, Jan 2025
- f. Executive Committee Minutes & Authorization To Sign General Contracts
- g. Authorization To Sign Contracts For MHFA

***Action taken: S. McAllister moved to accept the Consent Agenda with correction on 12.17.24 minutes to delete the sentence under section “Announcements” regarding full board shout-outs by P. Trepp & M. Lasswell, correction should have read “shout-outs to those members leaving the board”; second by G. Urvina; No further discussion. Motion carried.**

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

3. Federal Funding Pause: (P. Trepp)

Discussion:

The board spent time reflecting and discussing the uncertain ramifications of a federal funding pause and what that means for Clare Housing. Phoebe explained to the board the types of federal funding Clare Housing receives. She stated that two direct ongoing contracts from the federal government that this funding pause would impact are HOPWA funding streams for Clare Apartments and Clare Midtown

which are referred to as competitive grants. Board members asked many questions and shared many thoughts in regard to all of this uncertainty surrounding this unprecedented announcement from the federal government. Some of the themes that were discussed and shared were the immediate impacts on the day-to-day business of Clare Housing, strategic planning options, long-term impacts to our clients, utilizing investment dollars/savings if need be, communication to clients, staff, and donors, impacts regarding future projects such as Clare Digs and Clare 5 housing programs, messaging on our website, DEI negative repercussions for the agency and our diverse population that we serve, joining forces with other agencies/allies when it comes to legal representation, standing beside our clients and our core values, preparing staff with transparent communications without instilling fear, and concentrating on advocacy and reaching out to our legislators.

4. Properties Committee: (M. Staufacker/P. Trepp)

a. Clare Digs to Predevelopment Phase (no closing process)

Discussion:

Michael and Phoebe presented an update on this housing project and requested that the board approve moving this project from the conceptual phase into the predevelopment phase with no closing process. Phoebe reminded the board that the Properties Committee has vetted the project in great detail before getting to this stage in the project. Phoebe reminded the board that this is a three-year pilot project. Phoebe mentioned that there is no final closing because there is no debt on the property.

****Action taken: The Properties Committee moved that the Clare Digs project move into the predevelopment phase (no closing process); second by C. Robert; No further discussion. Motion carried.***

b. Clare 55+ to Predevelopment Phase

Discussion:

Phoebe gave an update on this housing project and requested that the board approve moving this project from the conceptual phase into the predevelopment phase. The proposed Clare 55+ project has also been through the Properties Committee, and it was recommended to move into the predevelopment phase. She stated that this project is in its early stages and involves around \$18 million in funds in addition to any tax credits. It's a partnership with the Mississippi Watershed Management organization. Clare Housing has been awarded \$1.2 million dollars from the City of Minneapolis. If fully funded, this housing project would provide a new building at 19th and Monroe that would be for people 55+ living with HIV. By moving this project into the predevelopment phase we would continue to spend staff time putting in funding applications. When all the funding is secured, we will work on all the legal documents and come back to the Properties Committee and the Board prior to closing. Phoebe stated that the timeline might be early 2026 or later until the second round of funding is secured. This project would be 33 one-bedroom units. Discussion surrounded the environmental clean-up process and regulatory requirements in regard to the land.

****Action taken: The Properties Committee moved that the Clare 55+ project move into the predevelopment phase; second by G. Urvina; No further discussion. Motion carried.***

5. Executive Director Report: (P. Trepp)

- a. Ryan White Funding Cuts
- b. 2025 Focus Areas
- c. AIDS/HIV Service Org. Partnership – Overview to be scheduled

Discussion:

Phoebe updated the board on the recent news surrounding the Ryan White funding cuts and how this is impacting current services and staff. She stated that the funding supported 7 different staff positions. Phoebe gave an overview regarding each staff position and how each of those might be impacted. She explained that with the launch of Clare Digs, which is slated for 24/7 staff needs, that there will be an opportunity for existing staff to transition into new roles at Clare Digs. The transition process will be fluid, especially with the looming uncertainty of the federal funding pause. Board members inquired about budget impacts, client services, and staff morale.

Phoebe briefly spoke about her 2025 areas of focus and directed board members to their board packets to review the one-pager of her priorities.

Phoebe mentioned that Mike Gifford will be doing a presentation to the board in the near future in regard to partnerships, specifically within the HIV service area, but also within other nonprofits, partnerships and mergers. He has done work nationally, largely in Wisconsin, where he started. Some of the initial questions that have been raised include how can we maximize the strengths of each organization, how can we prepare for funding cuts, and how can we better align services. He is currently working with four agencies: Clare Housing, The Aliveness Project, Youth and AIDS Project, and Rural AIDS Action Network (RAAN).

6. Advancement Arena Going Into 2025: (J. Harding)

Discussion:

Jenny discussed the current outlook of the philanthropic landscape and corporate funding. She stated that some of Clare Housing's budget is comprised of foundation and corporate dollars. These dollars are not a huge amount of money, but it's very important because most of these funds are used for general operating expenses without specific earmarks. Jenny empowered board members to utilize their personal and professional contacts and to give us ideas on which institutions we might want to approach. Jenny stated that Clare Housing is looking to build our capacity on the development team to do much more with individual donors because the foundation landscape has changed so much, individual donors is really where we have the most opportunity because that is almost infinite. Jenny mentioned that we are going to start doing more small events this year, things that are a little bit more social trying to bring people together.

7. Finance: (M. Greenstein)

- a. December Financials

Discussion:

Mike stated that he had good news to share with the board and instructed them to page 42 in their board packet. A preliminary look at our 2024 year-end financials is looking like a balanced budget on our operating income line for the year, which is fabulous news. Mike reminded the group of a donation that

we received early in the year, a totally unrestricted donation of \$250,000 which greatly helped the organization. Mike stated that we were \$218,000 to the good and that's largely because the market has done so well, but noted these are preliminary numbers.

8. Other Business: (M. Lasswell)

a. Board Buddies

Discussion:

Mark reported that 5 of the 6 new board members have been assigned a board buddy for the upcoming year. He stated that he will send out a reminder email and that if anyone else is interested in being a board buddy please reach out to him.

Upcoming Events/Announcements: (All)

- 2/22 Clare meetup at the Art & Soul Queer Black Maker's Market at Queermunity in Uptown 11am-4pm
- 4/30 Game Night at Full Tilt in Bloomington 6-9pm
- 5/29 Pride Kickoff & "Philanthro-Brew" at Urban Growler 5-7pm
- Save the Date for the State of the Agency, May 15, 4:30pm-5:30pm

Executive Session: (As Needed)

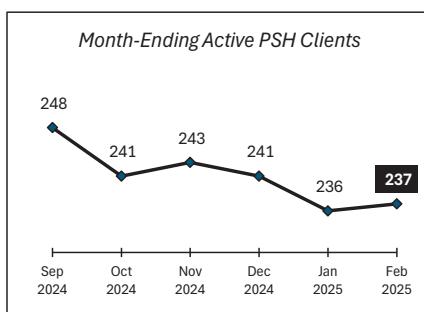
Executive Session Not Held.

Adjournment: (M. Lasswell)

The Meeting was Adjourned at 6:05pm.

PSH Metrics*

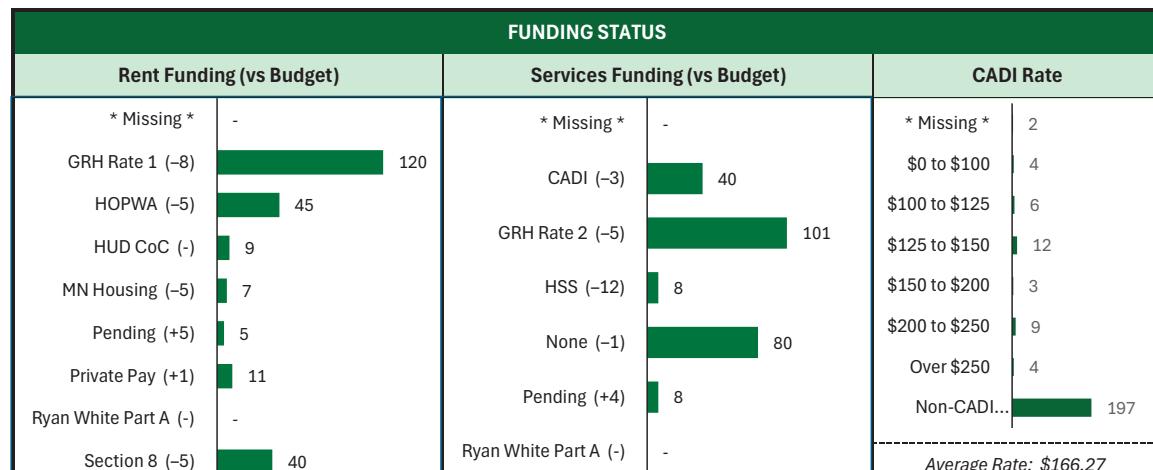
as of 2/28/2025 - current month



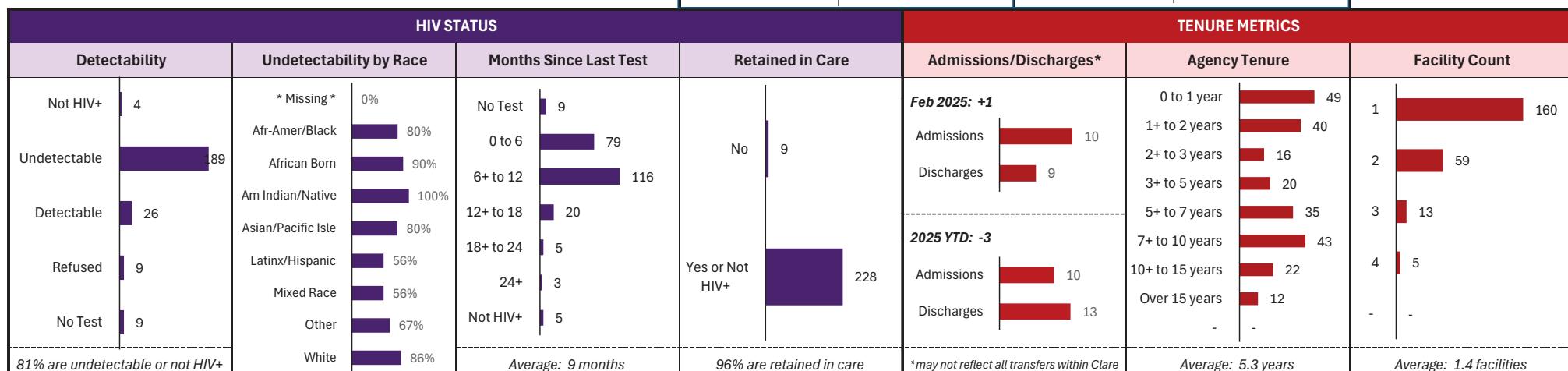
Selected Locations

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

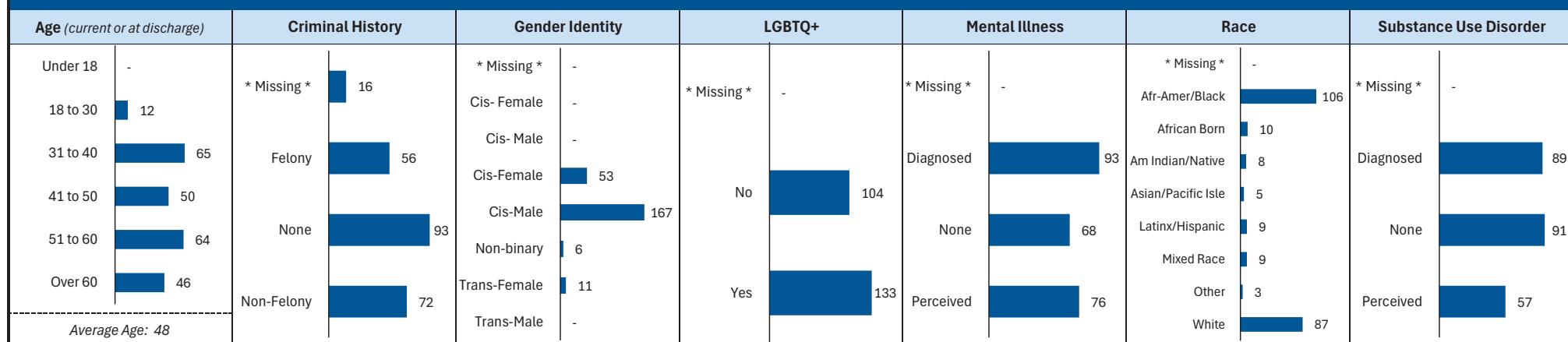
data is current as of 3/3/2025



HIV STATUS



GENERAL DEMOGRAPHICS



* Reflects only Permanent Supportive Housing (PSH) residents and does not include short-term clients.

ADVANCEMENT TEAM
 Outcomes Report as of February 28, 2025
 Prepared 3/13/25

Priorities	Measurable goals	YTD Actuals
Increase donor engagement through frequent events that include opportunities to socialize and/or volunteer activities:	12 or more events	2
	200 new donors	23
Build our portfolio of communication assets – client and donor stories and photos	7 or more profiles	2
	44 MG asks	1
Make major gift and Journey Home Circle asks	48 JHC asks	0

Digital Metrics:

E-news

	Jan	Feb
recipients	3100	3081
opens	1147	1104
open rate	37.20%	36.10%
time sent	Thurs 1/16 10:26am	Thurs 2/13 8:00am
click through rate	1.40%	1.60%
unsubscribed	13	2
most unique clicks	Hibo and Carmen profile	Chuck and Philip profile
Number of clicks	19	30
type of content	Staff profile	Donor profile

Social

Facebook

	Feb
Total Reach	1.1k
Followers	2422
Most successful post	Congratulations to Bri – nursing school graduation
Reach	509
Likes	54
Shares	1
Comments	3

Instagram

	Feb
Total Reach	469
Followers	352
Most successful post	Supper club featuring Chuck and Philip
Reach	153
Likes	20
Shares	1
Comments	1

LinkedIn

	Feb
Impressions	1026
Followers	438
Most successful post	Carmen and Hibo profile
Reach	240
Reactions	16
Clicks	9
Reposts	1
Comments	0

Other measures and tracking:

Measure	Actual YTD
# of donors giving major gifts	1
# of donors giving at the JHC level	1
# of recurring/monthly donors	83
# of cultivation plans outlined and documented	32
# of informational events (eg. HH101)	4
# of 1:1 donor visits	6
# of Place to Call Home table hosts	8
# of Place to Call Home attendees	n/a
# of grant proposals submitted	5

Capacity building campaign update:

Kick-off meeting with Fundraising Sol consultants completed. Regular bi-weekly campaign planning meetings will commence 3/20.

PROGRAMS - Clare Housing Monthly Outcomes Report

Prepared for Month ending February 28, 2025

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

Community Engagement for Month						
	Clare NE	Midtown	Terrace	Marshall Flats	Care Homes	SS
Date of most recent staff meeting and staff who attended	Staff Meeting 2/19 Monica, Joe, Scotty, Melissa, Emily, Carmen	Staff meeting Conner, Dom, Daryl, Imani, Sonjia, Emily.	Staff Meeting 2/26 Lori, Earl & Carmen	Staff Meeting 2/26 Alma, Theo, Sebrena, Alphonso, Rasir, Carmen	No Staff meeting in Feb for Care Homes SS: Three staff meetings in FEB. 2025. Brian, Alan 100% attendance. Teyana and Gael 50% attendance.	
Other Activities in or out of building	Two Tims and Tom Meal, Valentines Day Staff meal for residents, Coffee w/ Residents and SSM.	Activity Night kickoff, NHS party.	Neighborhood Health Source, Black History Month Movie Night.	Neighborhood Health Source, Valentines gathering (made valentines) Bingo afterwards.	Valentines Dinner and chocolates at all three Care Homes	

Care Homes

Changes in client needs resulting in staff change	None
Any Rate Changes	None
Any Facility Issues	

Greater MN HOPWA STRMU		
For this month	23	
For grant period	100	
# funded	100	
# Counties funded	31	
# Regions served		
Referral orgs	2	RAAN and Mayo Clinic. This month we had more clients reaching out on their own to discuss their plans and ask for help with assistance without help from a case manager. I am continuing to connect with individuals in the greater MN area and attending CoC meetings.

Hotel to Housing		
For this month	8	
Total hotelied	7	
new entries	0	
exits to permanent housing	1	GE moved into Blue Line Flats through Clare's Scattered Site Program
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	64	17	42	0	5
New client referrals					4 (from Clare WL or from THP)

Development Committee - Monday, February 24, 4:30-6:00p at 929 Central Apt Building

In Person: Angie, Brian M, Julie, Mark, Ashley, Jenny, Chris B, Tom, Nickey, Phoebe

Remote: Chris R.

Absent: Ann, Joanne, Jason

Agenda w Meeting Notes

- Welcome & Introductions (inc a couple new members 😊) – led by Julie
- March 4 assembly project: Spring Newsletter
We've usually sent out about 275 copies, I print them on our photocopier on 11x17 paper.
These are the steps that need to happen to get them out the door once the design is complete and they are printed:
 - Folded in half to a magazine size, then in half again to mailing size
 - 2 clear wafer stickers applied over bottom edge to keep them closed for mailing
 - Each one run through postal meter
 - Drop off at post office
 - OPTIONAL: Last time I was able to mail merge the document and include the addresses when I printed them. However, if we have extra volunteers we could print the addresses onto mailing labels.

Angie G. will offer her paid PTO volunteer

Ashley (take home)

Brian (take home)

Consider rescheduling so that we can do together, assembly-line style (Doodle poll)

- Share and discuss Clare Meet Ups (Tom- he needs to leave after this item to get to a Meet Up w the Queer Caucus)

Tom's concept:

Clare housing community meetups: *Opportunities for the Clare Housing community to attend various events.*

Purpose

- Highlight community events worth attending.
- Sustain and deepen connections between Clare Housing and its supporters.
- Foster and encourage connections among Clare Housing community members.
- Recognize and celebrate significant Clare Housing supporters in a meaningful way.

Who is Invited

- Clare Housing Residents
- Clare Housing Staff
- Current and Former Clare Housing Board Members
- Active Journey Home Circle Members

Guiding Principles

Every event has a reason:

- Support organizations aligned with Clare Housing's mission.
- Celebrate and strengthen relationships within the community.

Every event provides a way to connect:

- Communicate a clear way for attendees to find each other.

Every event is defined:

- Events are open to the public.
- Casual opportunities to connect and support our network.

Potential

- Future opportunities may evolve into exclusive fundraising events, such as *Friends Dining with Friends*.
- Attendees may invite a guest to an educational, cultural, or culinary experience with a fundraising or advocacy appeal component.

Please share ideas as they come up with Tom. For context, all of the events on the calendar so far:

- 2/24 Queer Caucus meetup at Queermunity 6 pm
- 3/22 Daddy Issues Queer Dance Night at Beast BBQ
- 4/30 Game Night at Full Tilt in Bloomington: 6-9pm
- 5/15 State of the Agency at 929 Central Ave: 4:30-5:30 pm
- 5/29 Pride kickoff "PhilanthroBrew" event at Urban Growler: 5-7pm
- 6/7 Golden Valley Pride: noon to 6:00 pm
- 6/29 TC Pride parade: participation details tbd
- 8/17 MN POC Pride
- 9/24 Place to Call Home

- Brief agency update / capacity campaign priority (Jenny)
Staying focused on our mission and what we're good in in spite of huge level of uncertainty around federal funding. Kicking off pre-planning phase with campaign consultant in early March and will be able to share more details about timeline afterwards.
(Angie G. can help make a stronger connection with Wonderwoman construction.)

- Share and discuss Sparkle Sale (Nickey)

Benefit rummage sale for Clare Housing

Goals:

- A unique way to celebrate Pride month as an organization
- Fun volunteer opportunity
- Introduce the organization to new audiences and cultivate new donors

Execution:

Partnering with a Loring Park area property owner for space to hold the sale – possibly a neighborhood church or empty storefront

Hold sale Fri. evening June 20 and Sat. day June 21, weekend before the Pride festival. Friday from 5pm-8pm we'd charge a small entry fee (\$10-20) to shop early. Open Saturday from 10am-4pm, do a bag sale for the final hour from 4pm-5pm.

Arrange with local thrift store or mutual aid group (Old School, Arc's Value Village, Supply Depot, Home Base, People's Closet) to donate remaining items after sale is over.

Timeline:

February

-Begin finding location

-Find partners for receiving donations

March

-Begin creating promotional materials

April

-Begin taking donations, outreach to the secondhand reselling community and our donors for donations of premium items

-Start promoting and send out press release

May

-Begin holding weekly volunteer events to sort donations

June

-Continue sorting

-Week of June 20: Bring items to event location

Additional notes:

-Focus on creating gender inclusive shopping space

-Find ways to make event space fun and festive. Could we partner with a drag queen as a host for the event? Get a DJ to come spin during the event?

-Could we have a free sale for residents after the sale is over?

-Consider ONLY taking donations of clothing, no home goods

-Friday night preview sale could be more of a donor event with some additional perks, like appetizers and drinks

-We'll need to especially focus on getting hangers and clothing racks donated

Potential space – new Pride Cultural Arts Center

Angie is willing to volunteer and will engage her rugby club

Use some of our meetups to do some of the volunteer activities (eg. clothing sorting

Can put feelers out now for donations as people are starting to do their spring cleaning
Be specific and extremely clear about what items we are looking for.

Clare Housing Finance Committee Minutes

1/15/2025

Attendees:

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

Agenda

- Approve minutes from November 20, 2024, and December 11, 2024, FC meeting.
- December 2024 preliminary financials review

Minutes

1. Approve minutes from November 20, 2024, and December 11, 2024, FC meeting.
 - a. John motioned to approve and Larry second. Approved.
2. December 2024 preliminary financials review
 - a. We are likely to have final (pre-audit) YE financials at the February meeting.
 - b. Revenue is \$8.9M this year versus \$8.5M budget, \$7.5M compared to last year
 - c. Operating Income \$13k versus \$86k budget and \$209k loss
 - d. Revenue Highlights
 - i. Grant Income was way up, and program income was way down compared to budget (mainly driven by CADI numbers being down compared to budget)
 - ii. Contributions income running ahead by \$141k but down in foundation/corporate gifts, which we are looking at closely for 2025
 - e. Expenses
 - i. 5% above budget and a lot is contributable to the additional grants
 - f. Balance Sheet
 - i. Good cash position and accruals look good. Deferred revenue includes SHORP funding and a few other grants
 - g. Resident Count
 - i. The format will change in 2025 to account for BTS and Hotel to Housing
3. Other
 - a. Clare Digs update
 - i. We have gone through environmental review taken project through properties committee and purchase will be completed on 1/16 - temporarily using funds from investments but will get replenished by appropriation funding
 - b. Ryan White cuts
 - i. Across the state seeing \$9M in cuts, we are losing medical and non-medical case managers. There is a cut in case managers across the state, including case managers who don't work for us but provide services to our clients. We are working through reorganization to shift positions
 - ii. Hotel to Housing is Ryan White that was not cut - small program \$200k, but have seen significant outcomes
 - c. Report changes in 2025 will include adding CADI pipeline so finance committee can review on monthly basis
 - d. Clare Apartments Recapitalization

- i. We have been awarded full funding for Clare Apartments to be recapitalized.
We have been working on this since 2021.
- ii. We have engaged a provider to work through 4 different contracts to get funds finalized, which will likely result in closing near September/October and then can begin construction
- iii. Big piece will be elevator work and relocating clients during construction

Clare Housing Finance Committee Minutes

2/19/2025

Attendees:

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

Agenda

- Approve minutes from January 15, 2025, FC meeting.
- December 2024 final (un-audited) financials review
- January 2025 financials review

Minutes

1. Approve minutes from January 15, 2025, FC meeting.
 - a. Jo motioned to approve and Larry second. Approved.
2. December 2024 final (un-audited) financials review
 - a. We met with Mahoney, and they will be at the May finance committee meeting.
 - b. The final December 2024 financials are directionally the same as the previous financials provided. operating income went from \$13k to \$4k
3. January 2025 financials review
 - a. Program Income
 - i. Down on revenue for the month - mainly due to CADI numbers being down 2 individuals
 - ii. 19 CADI individuals in the pipeline which is healthy given there are 2 vacancies in total at the CADI buildings
 - b. Grant Income
 - i. Some shortfalls are going on with grant income, but most are offset by program expenses (mainly the HOPWA scattered sites grant)
 - c. Expenses
 - i. G&A
 1. There was a large one-time expenditure in January, which included the purchase of laptops for staff. These purchases had been budgeted to be spent over the course of the year.
 - ii. Salaries and Benefits
 1. Wages and expenses are at a higher level as resident assistants are staffed at a higher level than budgeted. We are actively monitoring what is contributing to this and working with SSM's to resolve.
 - d. Operating Income was \$73k less than budgeted.
 - e. It was a good month for investments (up \$35k), so bottom line \$39 less than budgeted.
 - f. Operating cash
 - i. \$605k pulled out of investments for the purchase of Clare Digs. Expecting reimbursement from HUD in the coming months. Will transfer that money back to the investments account as soon as it is received.
 - g. Demographics
 - i. Occupancy is looking good – 97% at the apartments and 100% at the Care Homes.

- ii. We are down on CADI and GRH Rate 2 residents, but the pipeline for CADI is strong.
- h. Forecasting
 - i. This group to look where we are at with the February financials and then discuss when do we need to think about reforecasting

4. Other

- a. April finance committee will include review of the financial policies and May will be review of the audit with Mahoney in attendance.
- b. Hope House closing
 - i. No impact on Clare. There is only one person with HIV living in the house and that person inquired with Clare but still wants to be located in Stillwater

Properties Committee Meeting Notes 2/18/2025 Meeting

Committee Members: Michael, Bill, Miranda, Maggy, Mary, Amanda, Rose, Miranda

Clare Staff: Phoebe, Olivia, Leah (Director of Programs), McCormick (Senior Supportive Services Manager), Randall (Supportive Services Manager ~2023), Alex (Supportive Housing Case Manager ~2023), Mioshi (Supportive Services Manager ~2024), Teyana (Supportive Housing Case Manager ~2024)

Bloom Lake Flats Lessons Learned

What were the key reasons you think this partnership didn't last?

- Lack of alignment on values – property staff lacked understanding of Clare's mission, values, and approach to serving clients, leading to friction and misunderstandings.
 - Property Management introduced a policy of 3 lease violations leading to eviction, regardless of what type of violation occurred.
- Communication breakdown – Clare staff were directed to communicate with the site staff, but site staff often did not respond to Clare's questions or concerns
 - Had a weekly meeting on the schedule to maintain open communication; property management often cancelled the meetings
 - There was no opportunity for discussion or collaboration – Clare's input was not valued

Are there things that we or others (PPL, neighbors, etc.) could have done to help make it work?

- Ensuring all parties understood and agreed upon major lease violations/standard for terminations/evictions
 - There were inconsistent methods in enforcing the lease and no room for consultation with Clare staff prior to decisions being made (one client received a lease violation for borrowing a mop, but the client that assaulted staff didn't get terminated for months)
- Coming into the partnership without a bias and open to collaboration (on both ends)
- A higher ratio of services staff to residents would have been better given the number of clients (families)
- Community meetings to get on same page and have opportunities for connection
- A fence around the exterior of property (drug paraphernalia/needles left on the playground, loitering and drug sales on property)
- Improved response from emergency services or public safety officers
- Maintenance was an ongoing issue – getting property management to respond to issues from day-to-day and emergency maintenance.

Did you personally identify something that made this a no-go, maybe something like a last straw or something specific you felt wasn't workable?

- Safety
 - lack of response from Property Management after instance of assault of a Clare staff member by a resident. Created fear among staff in coming to work and concern regarding safety. We couldn't afford to double staff 24/7.
 - cameras often went down; there was a back door that was easy to sneak people in and property management did not respond to requests for an additional cameras
- New Clare staff came in hoping to improve a relationship that was not in a good place, but she realized that it was too far gone when she came on. Her experience was that there was no good faith on property management's end to attempt to make the day-to-day work. It felt like a power struggle.
 - Communication devolved to a point where our staff felt degraded and talked down to on a regular basis
- Dehumanization of clients – early in the partnership, a property management staff member told a client “This isn’t your home, this is a place you rent” which felt extremely devaluing and undermining to clients’ sense of belonging.
 - Lack of training in dealing with the population of the building; lack of empathy for clients experiencing mental or chemical health struggles

What were the overall impacts on the clients? Staff? Other partners like neighbors? PPL?

- Clients felt constantly at risk of losing their housing
 - Notices of terminations were sent but then Property Management would delay sending clients a copy of their ledger, did not help clients understand how to read the ledger, or provide ledgers that were inaccurate
- Fear for safety – many clients felt a sense of instability and anxiety due to concerns about safety. Mothers didn’t feel their children were safe at home.
- Clients felt degraded by Property Management – Some clients went without keys or fobs for months; were not allowed to hold events in the community room; the guest bathroom in the lobby was locked permanently by property management; multiple reasonable accommodations denied or not responded to

When considering future partnerships what would we do differently on the FRONT end? How about during the initial stages? And the operating/final stage?

- Looking back, when we ended our relationship with PPL for property management, we likely should have left the Bloom Lake partnership
- The population mixture – it proved to be a struggle to house families with individuals coming from long term homelessness, in addition to the location of the property

Properties Committee Meeting Notes 3/4/2025 Meeting

Present: Phoebe, Olivia, Mark, Bill, Maggy, Michael, Rose, Amanda, Miranda

- I. Bloom Lake Flats
 - a. Current status
 - i. We're still providing services to 11 households, but the Ryan White case management funding for that will end at the end of June
 - ii. We also have a HOWPA grant we have tried to reallocate to another building, but have not been able to yet
 - b. Additional takeaways
 - i. Would it have been an option to use a 3rd party mediator to ensure fair execution of contracts?
 - 1. We did ask PPL if we could bring in a 3rd party facilitator to improve the tone and efficacy of site meetings but PPL did not agree.
 - ii. More extensive procedures laid out in agreements – escalation process and mediation protocol, etc.
- II. Youth and Aids Project Partnership
 - a. Discussions with YAP started a few years ago after a needs assessment revealed an opportunity for a project specific to people over 55 (Clare 5) and under 30 (YAP)
 - b. CSH provided a loan to cover time for conceptual discussions between Clare and YAP
 - c. We are currently looking at a property in St. Paul, will be looking at applying for some (not all) funding this year (submit for city of St. Paul and Ramsey County)
 - i. If this site moves forward, Amanda may need to remove herself due to conflict of interest
 - d. Clare would own, YAP would provide services, likely 3rd party PM
 - e. Would an agreement with YAP connect us in some way to UMN?
 - f. What research have we done to learn about what housing projects specific to youth with HIV, with medical services? Never too early to get some benchmarks
 - g. For worksheet timeline – consider physical capital and operating team
- III. Property Management
 - a. 5 or 6 organizations met to discuss what it would look like to partner on Property management and meet different needs - Might look for funding to build a collective property management model
 - i. To improve level of service, shared values, cost
 - ii. Still discussing goals, scope, next steps – very early stages
- IV. Digs
 - a. HUD office has told us to submit request for payment reimbursement for the purchase of the house. We have tried but the system is closed. Continuing to try to communicate with HUD but haven't gotten any updates.

- b. All HUD TA was cancelled as of yesterday – so all staff that we worked with to complete reporting requirements are gone. TBD on how this will impact us in the future.

Executive Committee Meeting

3/18/25

Present: Mark, Kelsey, Mary, Phoebe

1. Mike Gifford session on Partnerships in Non-Profits follow-up
 - a. Discussed the session, reaction from Board members, feelings about next steps. Phoebe reflected it still feels very focused on merger without any discussion of what other types of partnerships could be beneficial. From the session it was clear Board members had a lot of questions. Phoebe and Clare's relationship with the other 3 ASOs is important and there are likely ways to partner that would be beneficial to our clients, but moving forward with merger discussions doesn't seem like the right strategy.
 - b. Phoebe to touch base with the other 3 ASO's to hear what they're thinking in the next couple of weeks.
2. Updating mission, vision, strategic framework.
 - a. Mark and Phoebe got an email from Michael Staufacker about potentially updating the mission/vision/strategic framework, which was last updated 3 years ago. The idea being we should be solid in our foundation before moving forward with discussions about partnering and/or merging.
 - b. Discussion: this is a good Board hygiene item to undertake periodically, though it's not dictated by Bylaws that it's done at any certain intervals. Philosophically it makes sense if we are continuing conversations about partnering with other organizations. At the same time, the committee isn't sure this is a great time to revisit these major components since so much is up in the air in terms of federal changes, funding, and state program cuts. It's good to have these items there to build on right now, not to re-work.
 - c. Perhaps we look at this as an undertaking in 2026. It would take planning around the process we want to undertake, potentially budgeting funds for this expense and finding someone to lead the work. Also prioritizing this among other projects would be good to see as part of the 2026 budget and time planning. We could also look at current initiatives/programs to see how well they align with our current mission/vision/framework as a starting point.
 - d. Mark to reach back out to Michael to share discussion points.



Clare Housing Executive Director Report January 2025

Phoebe's 2025 Priorities

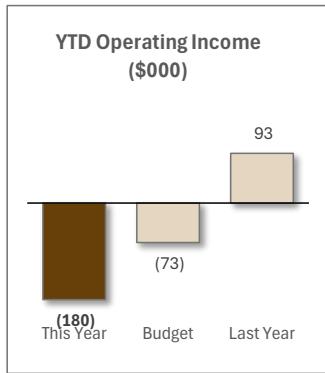
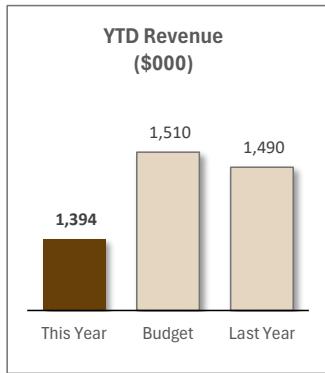
Priorities were developed by cross referencing 1) the four strategic framework areas + Resources and QI 2) the 3-year agency plan that is created by the leadership team and 3) priorities I laid out with individual leadership staff

Strategic Area	Progress notes	Status
<i>Staff</i>		
1. Conversion to new payroll system	Have selected UKG, implementation to start in April	10%
2. Explore marketplace health insurance	Item to begin later in 2025	0%
3. Assess ongoing staffing structure	Would like to develop core service structure	5%
<i>Properties</i>		
1. Get to closing on Clare Apts Reno	Selected Greater MN Housing Fund/MEF as syndicator; additional brownfield apps being processed; determined elevator plan; scope 95% finalized.	20%
2. Open Clare Digs	Purchased property, repairs to begin	15%
3. Move Clare 55+ forward	3 rd Neighborhood meeting went well	10%
4. Move Clare YAP forward	Need to explore site fit plan	2%
<i>Services</i>		
1. Improve undetectability rates	Goal of quarterly testing on-site starting April	0%
2. Roll out mental health related services	Monthly training and staff meetings underway	25%
3. Clare Digs roll-out pilot	Project plan underway, waiting on HINT grant	15%
4. Greater MN needs assessment	Grant is active, determining strategy for hiring	5%
<i>Advocacy</i>		
1. Push ICS apps forward	Stalled since Nov 2023. No response from DHS	50%
2. HIV Housing Coalition related activity	New staff Madeleine is active and doing great	
3. HIV funding	HIV bill at capital, need to regroup around HOPWA	
<i>Resources</i>		
1. Capacity Building Campaign	Brought on Frances, have started kick-off	1%
2. Increased # of donors and gift asks	Jenny's got new metrics in place and moving	5%
3. Volunteer program	Moving Jon into part-time role with Jenny supervising	5%
<i>Quality Improvement/Impact</i>		
1. Partnership exploration	Have had board session, next step TBD with partners	50%
2. Vacancy rate improvement	Targets and tracking in place, seeing improvements	75%
3. Transparency re: equity in outcomes	See 2024 outcomes, determine what else to measure	75%
4. 24/7 Customized Living at target	Closing the gap between budget and actual	50%
<i>Issues</i>		
A. Combination of Ryan White funding cuts (impacts 7 FTEs) and being off target on budget for January has highlighted need to discuss potential staffing reductions if we're off budget moving forward.		

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P&L Financial Highlights

Revenue	Program Income below budget for the month due to fewer residents on rent and services subsidies and outstanding service agreements. Grant Income for month below budget due to slow ramp up of HOPWA SS program, but is offset partially by lower program expenses. Contribution Income for the month was above budget but is expected to be a timing related item.
Expenses	Salaries and Benefits above budget for the month due to increased hours at front-line staff level. 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 \$12k during the month. Reimbursement of \$605k to the investments account for the purchase of Clare Digs is expected to occur in March.
Proj'n	For the year, revenue and operating income is projected to be on budget.

P&L Summary (\$000)	February 2025					February 2025 YTD				
	Actual	Budget	Actual less Budget	2024	Actual less Last Year	Actual	Budget	Actual less Budget	2024	Actual less Last Year
Program Income	375	391	(16) -4%	367	8 2%	768	805	(38) -5%	767	1 0%
Grant Income	237	336	(99) -29%	204	33 16%	524	664	(141) -21%	419	105 25%
Contributions Income	79	16	63 394%	275	(196) -71%	96	34	62 185%	298	(202) -68%
Other Operating Income	4	4	(0) 0%	4	0 3%	7	7	(0) 0%	7	0 3%
Total Revenue	695	746	(52) -7%	850	(155) -18%	1,394	1,510	(116) -8%	1,490	(96) -6%
Salaries & Benefits	440	426	14 3%	424	16 4%	932	908	23 3%	894	38 4%
Program Expenses	233	265	(33) -12%	180	52 29%	485	532	(47) -9%	371	115 31%
Professional Services	30	31	(1) -3%	34	(4) -12%	57	62	(5) -8%	60	(2) -4%
General & Administrative	11	14	(3) -23%	16	(6) -34%	57	42	15 35%	22	35 161%
Facility Operations	20	18	2 10%	33	(13) -40%	43	39	4 10%	52	(9) -17%
Total Expenses	734	755	(21) -3%	689	45 7%	1,574	1,584	(10) -1%	1,398	176 13%
Operating Income	(40)	(9)	(31) -348%	161	(201) -125%	(180)	(73)	(106) -145%	93	(272) -294%
Investment Gains/(Losses)	12	-	12 n/a	31	(20) -63%	47	-	47 n/a	39	9 22%
Property Gains/(Losses)	(8)	(8)	(1) -9%	(6)	(2) -30%	(16)	(14)	(2) -12%	(12)	(4) -30%
Other Non-Operating	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a
Change in Net Assets	(36)	(16)	(20) -120%	186	(222) -119%	(148)	(88)	(61) -70%	119	(267) -225%

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.

Year-End Projection:

Revenue
Operating Income

10,280
31

10,280
31

(0) 0%
(0) -1%

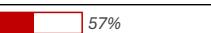
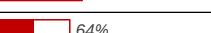
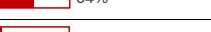
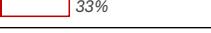
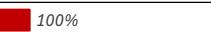
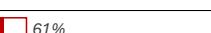
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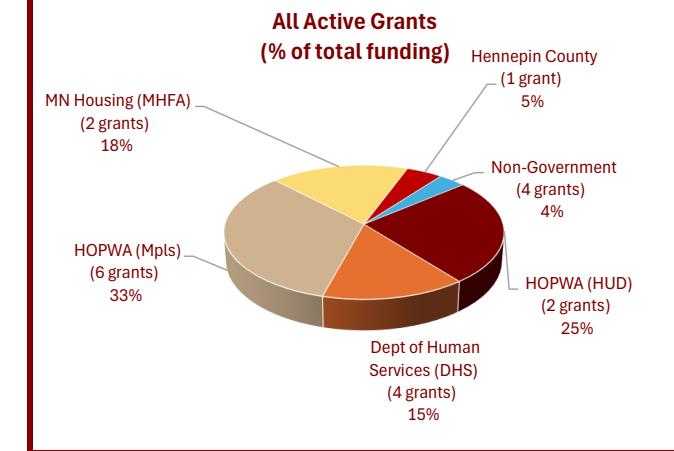
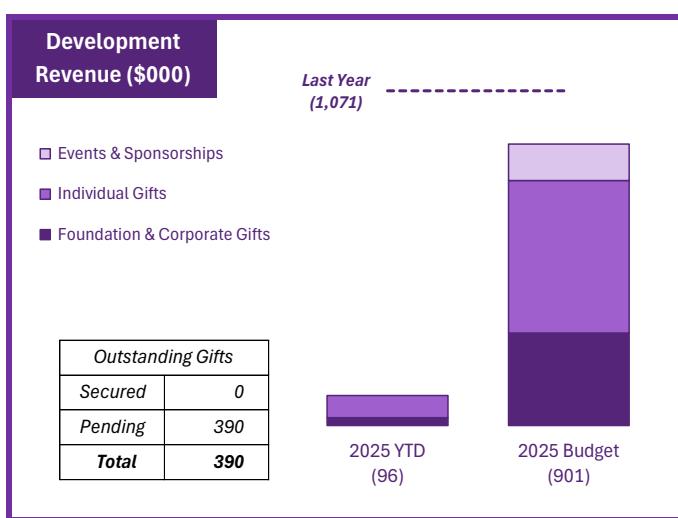
1,377 15%
27 nm

Balance Sheet (\$000)	Feb 2025		Feb 2024	
	Actual	% of Total	Actual	% of Total
Operating Cash	890	8%	667	7%
Receivables	1,570	15%	886	10%
Prepays & Deposits	65	1%	210	2%
Operating Assets	2,526	24%	1,762	19%
Property & Equipment	2,083	20%	1,413	15%
Invested Funds	2,620	25%	2,761	30%
Investment in Partnerships	739	7%	658	7%
Notes Receivable	2,647	25%	2,647	29%
Other Assets	8,090	76%	7,478	81%
Total Assets	10,616	100%	9,240	100%
Payables & Accruals	1,112	10%	402	4%
Interest Bearing Debt	43	0%	38	0%
Deferred Revenue	909	9%	117	1%
Total Liabilities	2,064	19%	557	6%
Restricted Net Assets	3,002	28%	3,017	33%
Designated Net Assets	2,620	25%	2,761	30%
Unrestricted Net Assets	2,930	28%	2,905	31%
Total Net Assets	8,551	81%	8,683	94%
Liabilities & Net Assets	10,616	100%	9,240	100%
			26	

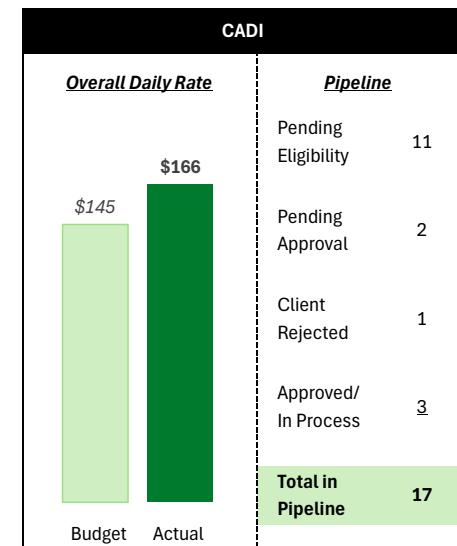
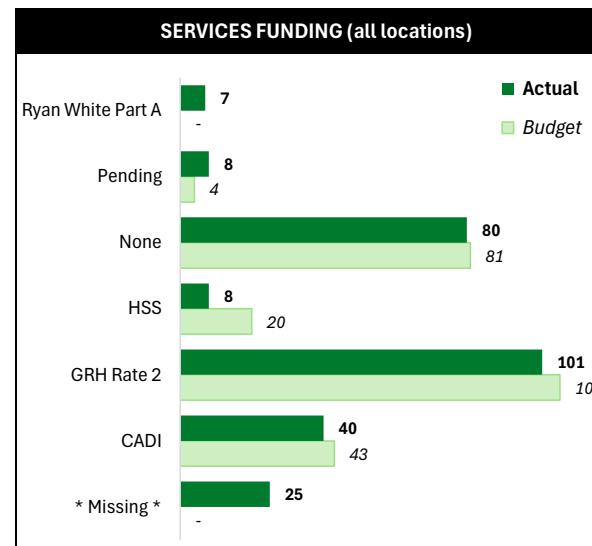
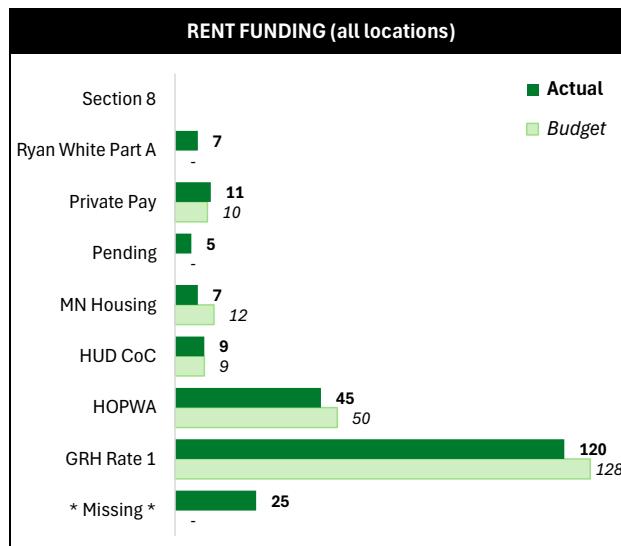
Permanent Support Housing Residents		Actual Count	Budget Count	% of Budget		
Rent	GRH Rate 1	120	128	94%		
	HOPWA	45	50	90%		
	HUD CoC	9	9	100%		
	MN Housing	7	12	58%		
	Pending	5	-			
	Private Pay	11	10	110%		
	Ryan White Part A	-	-			
	Section 8	40	45	89%		
	Total	237	254	93%		
	CADI	40	43	93%		
Services	GRH Rate 2	101	106	95%		
	HSS	8	20	40%		
	None	80	81	99%		
	Pending	8	4	200%		
	Ryan White Part A	-	-			
	Total	237	254	93%		
	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025
248	241	243	241	236	237	
Permanent Support Housing Residents						
39	44	26	33	29	32	
Short-Term Clients						
95.0%	95.7%	96.3%	98.1%	96.3%	96.3%	
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	-	0	430	1,000
	Strategic Initiatives	-	374	196	393	963	1,000
	Sustainability	0	98	394	735	1,227	1,200
	Total	0	902	590	1,128	2,620	3,200
	Target (12/17/2024)	500	1,000	600	1,100	3,200	

Top 10 Active Grants (\$'000)		Current Year's Funding	Contract End Date	Contract Year's Spending To-Date	Funds Remaining	2025 YTD Revenue
1	HOPWA TBRA	1,021	May 2027	67 	954	49
2	HUD Midtown	994	Jun 2026	580 	414	55
3	MN Housing HTF	515	Sep 2025	246 	270	30
4	MHFA STRMU	486	Feb 2025	280 	207	62
5	Non-Medical Case Management	434	Jun 2025	278 	156	66
6	HUD Clare Apartments	432	Feb 2027	144 	288	24
7	HOPWA TBRA	339	May 2026	334 	5	9
8	Housing Assistance Services - Part A	262	Feb 2025	261 	1	55
9	HOPWA Clare Terrace	247	May 2027	151 	96	32
10	HIV Supplemental Resources	175	Jun 2025	78 	97	39
						All Other Grants 102
						YTD Grant Revenue 524



OCCUPANCY		Board Summary February 2025	RESIDENT COUNTS							PROGRAM & GRANT REVENUE			
Units Available	Average Occupancy		Residents on 2/1/2025	Admissions & Transfers In	Discharges & Transfers Out	Residents on 2/28/2025	Budgeted Residents	6-Month Trendline	Residents One Year Ago 2/29/2024	YTD Actual (\$000)	YTD Budget (\$000)	Actual less Budget	
32	97%	Clare Apartments	32	0	(1)	31	30	+1	30	+1	135	142	(7) -5%
45	93%	Clare Midtown	43	3	(4)	42	43	-1	40	+2	200	261	(61) -23%
36	97%	Clare Terrace	34	1	0	35	34	+1	32	+3	126	124	2 1%
36	97%	Marshall Flats	34	1	0	35	33	+2	34	+1	151	167	(16) -9%
149	96%	Support Housing	143	5	(5)	143	140	+3	136	+7	612	694	(82) -12%
4	100%	Agape Dos	4	0	0	4	4	-	4	-	59	64	(5) -8%
4	100%	Damiano House	4	0	0	4	4	-	4	-	96	73	23 31%
4	100%	Grace House	4	0	0	4	4	-	4	-	72	65	7 11%
12	100%	Care Homes	12	0	0	12	12	-	12	-	227	202	25 12%
		Scattered Sites	81	5	(4)	82	102	-20	93	-11	281	335	(53) -16%
Permanent Support Housing Residents			236	10	(9)	237	254	-17	241	-4	1,121	1,232	(111) -9%
		Hotel to Housing	9	0	0	9	0	+9	0	+9	-	-	n/a
		Bridge to Stability	20	18	(15)	23	0	+23	0	+23	-	-	n/a
		Short Term Clients	29	18	(15)	32	0	+32	0	+32	-	-	n/a
		Non-Allocated									171	238	(67) -28%
TOTAL CLARE HOUSING			265	28	(24)	269	254	+15	241	+28	1,291	1,470	(178) -12%



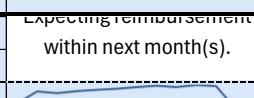
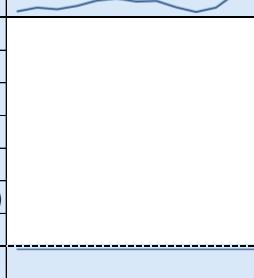
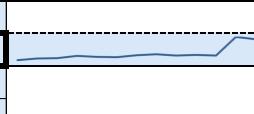
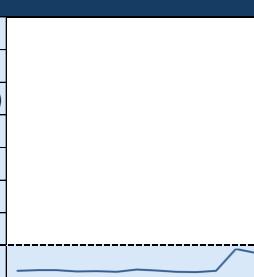
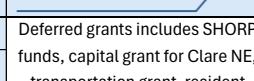
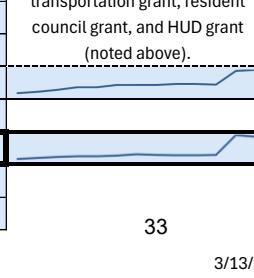
Clare Housing P&L STATEMENT (\$000)	FEBRUARY 2025					FEBRUARY 2025 YTD					Comments
	Actual	Budget	Actual Less Budget	2024	Actual Less Last Year	Actual	Budget	Actual Less Budget	2024	Actual Less Last Year	
GRH-1 Housing Support	129	142	(13) -9%	125	4 3%	266	285	(18) -6%	243	23 9%	CADI and GRH Rate 2 revenue is on budget for the month, but below budget YTD due to lower than budgeted residents. Expecting to recoup these losses in coming months. Decrease in GRH Rate 1 revenue is offset by reduced program expenses.
Private Pay Rent Income	11	13	(2) -16%	14	(3) -23%	22	26	(4) -16%	29	(7) -24%	
GRH-2 Housing Support	48	48	(0) -1%	49	(1) -2%	94	102	(8) -8%	89	5 5%	
CADI Income	179	178	0 0%	172	7 4%	370	376	(6) -2%	393	(23) -6%	
Housing Stabilization Support (HSS)	0	2	(2) -98%	0	(0) -84%	0	4	(4) -96%	1	(1) -79%	
Housing Support Admin Fee	8	6	2 25%	6	2 30%	14	12	2 18%	11	3 25%	
Other Program Income	1	1	- 0%	1	(0) -1%	1	1	- 0%	1	(0) 0%	
Total Program Income	375	391	(16) -4%	367	8 2%	768	805	(38) -5%	767	1 0%	
DHS Grants	57	81	(24) -29%	53	4 8%	134	161	(27) -17%	136	(2) -1%	HOPWA grants are below budget, due to a slower than expected ramp up of the HOPWA SS program, which is partially offset by apartment lease expense. In addition, we are waiting for the HOPWA HINT grant (\$10k YTD budgeted) as well as the amended BLF grant (\$17k YTD budgeted).
HOPWA Grants	105	141	(36) -25%	125	(20) -16%	202	283	(81) -29%	221	(19) -8%	
Hennepin County Grants	18	30	(12) -40%	13	5 43%	55	60	(5) -9%	34	21 61%	
MDH Grants	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a	
MN Housing Grants	37	66	(30) -45%	13	24 184%	92	125	(33) -26%	27	65 242%	
Other Government Grants	19	15	4 25%	0	19 nm	39	31	8 27%	0	39 nm	
Corporate Grants	0	2	(2) -84%	-	0 n/a	1	4	(3) -76%	-	1 n/a	
Total Grant Income	237	336	(99) -29%	204	33 16%	524	664	(141) -21%	419	105 25%	
Foundation/Corporate Gifts	25	-	25 n/a	-	25 n/a	25	-	25 n/a	2	23 nm	
Individual Gifts	54	10	44 441%	268	(214) -80%	71	25	46 183%	286	(215) -75%	
Sponsorships	-	6	(6) -100%	7	(7) -100%	-	9	(9) -100%	10	(10) -100%	
Community Events	-	-	- n/a	-	- n/a	-	0	(0) -100%	-	- n/a	
Total Contributions Income	79	16	63 394%	275	(196) -71%	96	34	62 185%	298	(202) -68%	
Management Fee Income	4	4	0 0%	4	0 3%	7	7	0 0%	7	0 3%	
Developer Fee Income	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a	
Operating Interest Income	0	0	(0) -35%	0	(0) -32%	0	0	(0) -32%	0	(0) -31%	
Total Other Operating Income	4	4	(0) 0%	4	0 3%	7	7	(0) 0%	7	0 3%	
TOTAL REVENUE	695	746	(52) -7%	850	(155) -18%	1,394	1,510	(116) -8%	1,490	(96) -6%	
Wages Expense	360	343	17 5%	338	23 7%	758	731	27 4%	717	41 6%	Wage expense for the month and YTD is above budget to higher than expected front line staff hours, which we are actively monitoring.
Payroll Taxes	26	28	(1) -5%	24	2 8%	55	59	(4) -7%	52	3 6%	
Medical/Dental Insurance	35	35	(0) 0%	39	(4) -11%	82	74	8 11%	88	(5) -6%	
Disability Insurance	5	4	1 21%	9	(4) -46%	9	8	1 8%	9	0 3%	
403(b) Match	10	8	1 14%	8	2 19%	19	18	1 7%	16	3 16%	
Workers' Compensation	4	5	(1) -21%	6	(2) -28%	7	11	(4) -39%	12	(5) -41%	

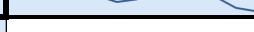
Clare Housing P&L STATEMENT (\$000)	FEBRUARY 2025					FEBRUARY 2025 YTD					Comments
	Actual	Budget	Actual Less Budget	2024	Actual Less Last Year	Actual	Budget	Actual Less Budget	2024	Actual Less Last Year	
Employee Recognition	1	3	(2) -82%	0	0 109%	1	7	(6) -85%	1	0 91%	
Total Salaries & Benefits	440	426	14 3%	424	16 4%	932	908	23 3%	894	38 4%	
Apartment Lease Expense	200	238	(38) -16%	147	53 36%	416	476	(60) -13%	301	116 38%	Apartment lease expense partially offset by reduced HOPWA grant income noted above.
Food Expense	19	16	2 14%	19	(0) -1%	37	33	5 15%	37	(0) 0%	
Household Supplies	9	5	4 79%	11	(2) -17%	19	10	9 84%	23	(4) -17%	
Medical Supplies	1	1	(0) -36%	1	(0) -24%	2	3	(0) -19%	3	(1) -30%	
Resident Activities	0	1	(1) -67%	0	0 61%	1	3	(3) -79%	1	(1) -51%	
Resident Transportation	1	0	1 180%	1	1 80%	3	1	2 208%	2	1 73%	
Staff Training	2	3	(0) -18%	2	1 40%	7	6	1 22%	4	3 89%	
Substitute Caregivers	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a	
Other Program Expense	-	0	(0) -100%	-	- n/a	-	1	(1) -100%	-	- n/a	
Total Program Expenses	233	265	(33) -12%	180	52 29%	485	532	(47) -9%	371	115 31%	
Finance & Accounting	4	5	(1) -26%	7	(3) -45%	9	10	(2) -16%	11	(3) -24%	
Government Affairs	3	3	1 33%	2	1 45%	7	5	2 33%	5	2 45%	
HR Consulting	-	-	- n/a	-	- n/a	0	-	0 n/a	-	0 n/a	
IT Support	6	6	(0) -3%	5	1 29%	12	13	(0) -2%	15	(3) -17%	
Legal Services	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a	
Online Services	4	4	(0) -8%	4	(0) -1%	8	9	(1) -7%	8	0 2%	
Payroll Processing	0	1	(1) -62%	1	(1) -69%	3	2	0 15%	3	(0) -6%	
Public Relations	-	-	- n/a	-	- n/a	-	-	- n/a	(0)	0 100%	
Other Consulting Services	13	12	1 8%	15	(2) -16%	19	23	(4) -18%	18	1 3%	
Total Professional Services	30	31	(1) -3%	34	(4) -12%	57	62	(5) -8%	60	(2) -4%	
Bank Fees	1	0	1 235%	1	0 34%	2	1	1 240%	1	1 65%	Office and General supplies expense YTD relates to purchase of laptops in January and is purely a timing issue (budgeted for in later months).
D&O Liability Insurance	1	0	0 32%	1	- 0%	1	1	0 32%	1	- 0%	
Dues & Subscriptions	4	2	2 85%	9	(5) -55%	6	6	0 4%	10	(4) -39%	
Equipment Rental	1	0	1 192%	1	(0) -14%	2	1	1 72%	2	(0) -17%	
Fundraising & Event Supplies	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a	
Licenses & Permits	0	1	(1) -92%	2	(2) -95%	1	3	(2) -77%	2	(2) -73%	
Meeting Expense	1	0	0 121%	0	0 145%	1	1	0 69%	0	1 133%	
Mileage Reimbursements	0	1	(1) -83%	1	(1) -80%	1	3	(2) -77%	2	(2) -70%	
Office & General Supplies	3	3	(0) -11%	1	2 329%	43	20	22 111%	2	41 nm	
Postage & Shipping	0	0	(0) -40%	-	0 n/a	0	0	(0) -29%	0	(0) -71%	
Printing & Copying	0	0	(0) -63%	0	(0) -60%	0	0	(0) -63%	0	(0) -60%	
Staff Recruiting & Onboarding	-	0	(0) -100%	-	- n/a	0	(0) -100%	-	- n/a		
Travel	-	1	(1) -100%	-	- n/a	-	3	(3) -100%	-	- n/a	

Clare Housing P&L STATEMENT (\$000)	FEBRUARY 2025					FEBRUARY 2025 YTD					Comments
	Actual	Budget	Actual Less Budget	2024	Actual Less Last Year	Actual	Budget	Actual Less Budget	2024	Actual Less Last Year	
Total General & Administrative	11	14	(3) -23%	16	(6) -34%	57	42	15 35%	22	35 161%	
Building Repairs & Maintenance	5	4	1 12%	24	(19) -79%	8	11	(3) -29%	33	(25) -75%	
Custodial & General Maintenance	-	0	(0) -100%	-	- n/a	-	1	(1) -100%	-	- n/a	
Property Taxes	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a	
Property/Liability Insurance	3	4	(1) -14%	2	1 86%	9	7	2 23%	3	5 167%	
Telephone, Cable & Internet	4	4	1 20%	1	3 214%	9	7	1 20%	2	7 293%	
Utilities Expense	8	6	1 24%	7	1 14%	17	12	5 39%	13	4 32%	
Total Facility Operations	20	18	2 10%	33	(13) -40%	43	39	4 10%	52	(9) -17%	
<i>Total Operating Expenses</i>	<i>734</i>	<i>755</i>	<i>(21) -3%</i>	<i>689</i>	<i>45 7%</i>	<i>1,574</i>	<i>1,584</i>	<i>(10) -1%</i>	<i>1,398</i>	<i>176 13%</i>	
TOTAL OPERATING INCOME	(40)	(9)	(31) -348%	161	(201) -125%	(180)	(73)	(106) -145%	93	(272) -294%	
Investment Interest & Dividends	6	-	6 n/a	7	(1) -17%	7	-	7 n/a	8	(1) -14%	
Realized Capital Gains/(Losses)	-	-	- n/a	0	(0) -100%	-	-	- n/a	0	(0) -100%	
Unrealized Capital Gains/(Losses)	6	-	6 n/a	24	(18) -76%	45	-	45 n/a	36	10 27%	
Investment Fees	(0)	-	(0) n/a	-	(0) n/a	(5)	-	(5) n/a	(5)	0 6%	
Total Investment Gains/(Losses)	12	-	12 n/a	31	(20) -63%	47	-	47 n/a	39	9 22%	
Depreciation Expense	(8)	(8)	(1) -9%	(6)	(2) -30%	(16)	(14)	(2) -12%	(12)	(4) -30%	
Total Property Gains/(Losses)	(8)	(8)	(1) -9%	(6)	(2) -30%	(16)	(14)	(2) -12%	(12)	(4) -30%	
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	
Administrative Allocations	-	-	- n/a	-	- n/a	-	-	- n/a	-	- n/a	
<i>Total Non-Operating Gains/(Losses)</i>	<i>3</i>	<i>(8)</i>	<i>11 146%</i>	<i>25</i>	<i>(21) -86%</i>	<i>31</i>	<i>(14)</i>	<i>45 324%</i>	<i>26</i>	<i>5 19%</i>	
NET CHANGE IN ASSETS	(36)	(16)	(20) -120%	186	(222) -119%	(148)	(88)	(61) -70%	119	(267) -225%	

Clare Housing BALANCE SHEET (\$000)	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Comments
ASSETS														
Petty Cash	-	-	-	-	-	-	-	-	-	-	-	-	-	
Checking - Bremer	357	241	404	351	313	192	228	262	206	268	226	905	571	
Money Market - Bremer	56	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	253	253	253	253	253	253	262	262	262	
Undeposited Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Cash	667	551	714	661	623	502	538	572	516	578	545	1,224	890	
Accounts Receivable - General	224	287	309	305	323	276	369	335	308	315	307	891	899	
Accounts Receivable - Tenant Rents	2	5	(3)	(5)	(4)	(7)	(7)	(5)	(2)	(9)	(5)	(6)	(5)	
Accounts Receivable - Program Services	51	57	52	52	47	54	54	56	57	59	59	51	52	
Allowance for Doubtful Receivables	(21)	(26)	(30)	(26)	(24)	(24)	(22)	(23)	(23)	(23)	(23)	(23)	(24)	
Grants Receivable	435	360	326	478	293	408	356	395	422	403	400	317	465	
Contributions Receivable	25	19	13	6	(0)	79	72	65	88	50	58	36	29	
Multi-Year Pledges Receivable	184	172	167	213	218	205	201	257	236	232	186	180	166	
Allowance for Doubtful Pledges	(6)	(5)	(5)	(6)	(7)	(6)	(6)	(8)	(7)	(7)	(6)	(5)	(5)	
Discount on Long-Term Pledges	(9)	(8)	(8)	(10)	(9)	(9)	(8)	(12)	(10)	(9)	(7)	(7)	(7)	
Employee Advances	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Receivables	886	860	819	1,007	837	977	1,008	1,060	1,069	1,012	970	1,434	1,570	
Prepaid Expenses	210	149	104	44	155	85	91	39	38	64	98	70	65	
Total Prepads & Deposits	210	149	104	44	155	85	91	39	38	64	98	70	65	
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)	(70)	(70)	(70)	(70)	(70)	(70)	(71)	(71)	(71)	(71)	(71)	
Buildings (Office)	520	520	520	520	520	520	520	520	520	520	520	520	520	
Buildings (Homes)	1,409	1,409	1,409	1,409	1,409	1,409	1,409	1,409	1,409	1,409	1,409	2,021	2,021	
Accum Depr - Buildings	(825)	(829)	(833)	(837)	(841)	(845)	(849)	(854)	(858)	(862)	(866)	(871)	(876)	
Building Improvements	344	344	344	344	344	344	344	353	353	353	353	353	353	
Accum Depr - Building Improvements	(181)	(182)	(183)	(183)	(184)	(185)	(186)	(187)	(188)	(189)	(189)	(190)	(191)	
Furniture & Equipment	305	333	333	334	334	334	334	334	334	334	334	334	334	
Accum Depr - Furniture & Equipment	(272)	(273)	(275)	(276)	(278)	(280)	(282)	(284)	(285)	(287)	(289)	(291)	(292)	
Development in Progress	10	11	11	13	14	17	35	44	55	55	64	92	116	
Total Property & Equipment	1,413	1,434	1,427	1,424	1,417	1,414	1,433	1,435	1,440	1,433	1,434	2,067	2,083	
Short-Term Investments - Schwab	421	598	599	601	604	606	610	613	613	616	500	0	0	
Mid-Term Investments - Schwab	1,050	1,128	1,126	1,132	1,138	1,144	1,153	1,159	1,158	1,162	1,001	897	902	
Long-Term Investments - Schwab	401	403	394	401	404	412	417	423	412	416	575	578	590	

\$605k transferred ST and MT to operating cash for purchase of Clare Digs. Excluding reimbursement

Clare Housing BALANCE SHEET (\$000)	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Comments
ESG Investments - Aperio	890	917	884	921	938	951	974	995	974	1,010	1,102	1,134	1,128	Expecting reimbursement within next month(s).
Investments - Flourish	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Invested Funds	2,761	3,047	3,002	3,055	3,083	3,113	3,154	3,190	3,158	3,203	3,178	2,609	2,620	
Due From Partnerships	332	345	340	352	371	377	367	369	346	330	346	396	414	
Investment in Clare Apartments LP	75	75	75	75	75	75	75	75	75	75	75	75	75	
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	221	221	221	221	221	221	221	221	221	
Total Investment in Partnerships	658	670	665	677	696	703	692	694	672	655	671	721	739	
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	618	618	618	618	618	618	669	669	669	
Interest Allowance - SHP	(618)	(618)	(618)	(618)	(618)	(618)	(618)	(618)	(618)	(618)	(669)	(669)	(669)	
Other Long-Term Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Notes Receivable	2,647	2,647												
TOTAL ASSETS	9,240	9,359	9,380	9,515	9,458	9,441	9,563	9,637	9,539	9,593	9,543	10,773	10,616	
LIABILITIES & NET ASSETS														
Accounts Payable	60	54	53	118	119	25	19	24	38	69	64	231	75	
Bill.com Clearing	-	(0)	(9)	(3)	(11)	(1)	3	(11)	(3)	(7)	-	6	(2)	
Miscellaneous Payables	14	14	14	14	12	12	72	12	64	12	20	677	677	
GRH Pooled Funds	14	14	14	14	14	14	14	14	14	14	14	14	14	
Accrued Payroll	150	185	201	77	108	153	190	210	78	89	129	176	175	
Accrued PTO	164	158	155	156	141	149	155	158	164	163	166	164	174	
Total Payables & Accruals	402	425	429	376	382	352	452	406	355	340	392	1,268	1,112	
Pre-Development Loans	38	38	38	38	38	38	38	38	38	38	43	43	43	
Total Interest Bearing Debt	38	43	43	43	43									
Deferred Developer Fees	19	19	19	19	19	19	19	19	19	19	-	-	-	
Deferred Grants	98	150	213	305	305	383	378	376	408	408	408	874	909	
Other Deferred Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Deferred Revenue	117	169	232	324	324	402	397	395	427	427	408	874	909	
Total Liabilities	557	632	699	738	744	792	888	839	820	806	843	2,185	2,064	

Clare Housing BALANCE SHEET (\$000)	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Comments
Restricted Net Assets	3,017	3,017	3,001	3,044	3,049	3,037	3,034	3,084	3,066	3,064	3,020	3,015	3,002	
Total Restricted Net Assets	3,017	3,017	3,001	3,044	3,049	3,037	3,034	3,084	3,066	3,064	3,020	3,015	3,002	
Board Designated - New Construction	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	430	430	
Board Designated - Strategic Initiatives	535	820	776	828	857	887	927	963	931	977	952	952	963	
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	2,761	3,047	3,002	3,055	3,083	3,113	3,154	3,190	3,158	3,203	3,178	2,609	2,620	
Unrestricted Net Assets	2,787	2,501	2,561	2,466	2,431	2,414	2,377	2,291	2,341	2,297	2,366	3,077	3,078	
YTD Change in Net Assets	119	162	116	213	150	84	111	233	155	223	135	(112)	(148)	
Total Unrestricted Net Assets	2,905	2,663	2,678	2,679	2,581	2,498	2,488	2,524	2,495	2,520	2,501	2,964	2,930	
Total Net Assets	8,683	8,727	8,681	8,778	8,714	8,649	8,676	8,797	8,719	8,787	8,700	8,588	8,551	
TOTAL LIABILITIES & NET ASSETS	9,240	9,359	9,380	9,515	9,458	9,441	9,563	9,637	9,539	9,593	9,543	10,773	10,616	