



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 May 20

4:00 – 6:00 pm

In Person: Clare Apartments, 929 Central Ave. NE, Mpls 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 -----	Facilitator	Start (est.)
Welcome, Introductions & Housekeeping	Mark	4:00
Strategic Framework, Mission, Vision	Mark	4:05
1. Approval of Consent Agenda – motion required <ol style="list-style-type: none"> a. Agenda b. Board Minutes 3.25.25 c. Outcome Dashboards d. Development Committee Minutes May 2025 e. Finance Committee Minutes March 2025 f. Properties Committee Minutes April, May 2025 g. Executive Committee Minutes April 2025 	Mark	4:08
2. Declaration of any Potential Conflict of Interest	Mark	4:10
3. Finance <ol style="list-style-type: none"> a. 2024 Audit and 990 – motion required to accept report b. April 2025 Financials high level update 	Kelsey Mike Greenstein	4:10
4. Properties Committee – motion required <ol style="list-style-type: none"> a. Clare-YAP Project Initiation Worksheet – approved by Properties Committee 	Michael	4:40
5. Advancement <ol style="list-style-type: none"> a. Pre-Campaign Planning Update 	Jenny	5:00
6. Executive Director Report <ol style="list-style-type: none"> a. Advocacy Program b. Clare Digs update c. Clare 929 Reno Update 	Phoebe	5:10
7. Other Business	Mark	5:30
Upcoming Events <ul style="list-style-type: none"> • 5/29 Pride kickoff & “philanthro-brew” at Urban Growler 5 – 7 pm • 6/7 Golden Valley Pride at Brookview Park, Noon – 6 pm (we still need help staffing the table!) 		
Executive Session (as needed)		
Adjourn – Ray J’s for Board Social to Follow this meeting	Mark	6:00

Clare Housing Board of Directors Minutes

Tuesday, March 25, 2025

4:00pm – 6:00pm

In-Person (Clare Marshall Flats) / Virtual Meeting

Board Members Present In-Person: Mark Lasswell, Michael Stauffer, Kelsey Vatsaas, Mary Novak, Gage Urvina(4:12pm), Amanda Janzen, Rose Teng, Patrick Ingram, Bill Kos, Maggy Otte, Chris Robert, Claire Fleming(4:17pm), & Larry Dunivan

Board Members Present Virtually: Miranda Wilson, Claire Fleming (4:00 - 4:17pm), Shane McAllister, & Julie Huck

Board Members Absent: None

Staff Members Present In-Person: Phoebe Trepp, Leah Cameron, Jenny Harding, Jon Heilig, Zach Petroski, Mike Greenstein, & Hibo Ibrahim

Staff Members Present Virtually: None

Guest(s): None

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

1. **Approval of Consent Agenda: (M. Lasswell)**
 - a. Agenda
 - b. Board Meeting 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

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

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

3. **Re-cap of February Informational Session on Partnerships/Mergers: (P. Trepp)**

Discussion:

Phoebe gave an update on the informational session from February presented by Mike Gifford surrounding the possibility of partnerships/merger with other AIDS Service Organizations (ASO's). The ASO's are Clare Housing, The Aliveness Project, Youth and AIDS Project, and Rural AIDS Action Network. Phoebe mentioned that the executive committee discussed the presentation and talked about what might be the next steps in the process. Phoebe reminded the board that Mike Gifford also met in person

with a small group of staff and board members prior to the informational session which was held in February for the full board. Phoebe stated that as the current phase of this process is coming to a close, and the next step is to consider if the board is interested in moving forward into the next phase. Phoebe stated that she believes Mike Gifford's approach is more driven towards the merger component of this process, versus the future opportunities that Clare Housing and the other agencies might be willing to explore such as behind the scenes office functions and joint programming opportunities. Phoebe wanted to hear feedback from the board before visiting with the other agencies. K. Vatsaas stated that she felt that the process was guiding them into a full merger and that mergers can be a very delicate and difficult process to transition through and thought that Clare Housing should stay true to the mission and vision that is currently being provided to our clients and the broader AIDS community. L. Dunivan stated that he felt that the presentation to the board was delivered in such a way that it would steer the board in one direction and that was a full merger approach. Phoebe will continue to work with the other agencies and explore a variety of partnership opportunities and continue to update the board.

4. Properties Committee: (M. Staufacker)

- a. Bloom Lake Flats partnership de-briefing re-cap (read Properties Committee Minutes from February 2025 for more detail)

Discussion:

Michael spoke on behalf of the properties committee with regard to lessons learned from the partnership at Bloom Lake Flats with the property owners/property management, Project for Pride in Living. Michael stated that staff identified that communication and a lack of shared values were primary concerns. Other areas of concern were major lease violations from residents (leading to eviction or threat of eviction for things that didn't seem to warrant eviction) and limited office hours of operation by property management. Michael shared with the board that during the debriefing process with staff, he remembers a Clare Housing staff member sharing that they remember a time when someone from property management told a resident that Bloom Lake Flats was not their home, it was just an apartment that they were renting. Michael shared that empathy, compassion and advocacy are major service approaches that Clare Housing upholds. Michael went on to say that the board should be very appreciative of Clare Housing staff for their dedication, intelligence, and their perseverance in attempting to make the partnership successful. K. Vatsaas noted that the Bloom Lake Flat's partnership was structured different in the fact that Clare Housing did not own the building and did not have any control over who would be providing property management services to the residents. Kelsey posed the question to Phoebe about future partnerships and what might they look like. Phoebe responded by saying that deeper conversations between each partner would need to happen to ensure aligned agency values to best serve the residents. Phoebe mentioned that a much clearer and more detailed memorandum of understanding agreement would need to be in place before entering into future partnerships. While many MOU type agreements were completed during the funding stage, these didn't transfer to the operations stage. Having mission based agreements, not directed by funders, would be crucial in any future partnerships. To end the conversation, Phoebe stated that the staff really appreciated the board for inviting them to participate in this debriefing conversation.

5. Development Update: (J. Harding)

- a. A Place To Call Home Prep
- b. Capacity Building Campaign and Solfull Fundraising

Discussion:

Jenny updated the board on a few development items. She mentioned that A Place To Call Home luncheon/fundraising event will be held on Wednesday, September 24th at the Fillmore in Minneapolis. Jenny gave a brief history of the event and emphasized that recruiting “table hosts” is a vital part of making this fundraising event successful. Jenny mentioned that Debbie would be reaching out to the board and that the Development team is hopeful that board members would be willing to step up and help by participating in the role of a “table host” for this year’s event. Jenny also encouraged the board to sign up for the monthly webinar presentation of Homelessness and HIV 101. Jenny reported that the webinar is less than an hour long and it really helps individuals learn about HIV and what we do at Clare Housing. Jenny reported that the data shows that donors who have participated in the webinar tend to make larger donations to Clare Housing than those donors who have not participated in the Homelessness and HIV 101 webinar.

Jenny gave a quick update that the Capacity Giving Campaign process has begun, and a contract has been signed with the consulting firm, Fundraising Sol. The first phase of this process will be to create/build the donor engagement process and identify the committee structure(s). Jenny fielded some questions from board members and one question was what the fundraising goal for this particular capacity giving campaign. Jenny explained that the goal amount has not yet been identified and that this campaign is different from a capital campaign and the ultimate financial goal will evolve from a multitude of needs within the organization.

6. Board Member Engagement and Development Committee: (S. McAllister)

a. Next Steps regarding discussion of clients as board members

Discussion:

Shane reported that the board member engagement committee (Shane & Jon H.) met to discuss ideas for board member engagement opportunities for the upcoming year. Shane mentioned that board members have a copy of the events and dates included in their board binders. Shane and Jon are excited to continue to build relationships through these engagement opportunities. Shane also mentioned that they are working on an official timeline for board recruitment and that the timeline should be finalized and rolled out by August 1, 2025. Shane reported that the board member engagement committee will be exploring ideas and suggestions about the possibility of clients serving on the board of directors. This idea was first presented to the board in November of 2023 and a lengthy discussion was had at that time. The topic has sat dormant ever since. Shane encouraged board members that if they were interested in participating in future discussions to please reach out to Shane or Jon. The board member engagement committee will report back to the board with any updates.

7. 2024 Outcomes Presentation: (P. Trepp)

Discussion:

Phoebe presented the agency’s 2024 Year In Review packet. Data included resident demographics, admissions, barriers to housing, health and housing outcomes, housing stability, exits and lease terminations, and memorializing those residents who passed away in 2024. Phoebe introduced Hibo (director of health services) and Leah (director of supportive services) to help field questions from board members. A very informative discussion was had between staff and board members.

8. Executive Director Report: (P. Trepp)

Discussion:

Phoebe gave updates and highlighted the following areas: rollout of the Clare Digs project, continued information seeking about providing a service called Integrated Community Supports, and an update on the Clare Housing Volunteer Program.

9. Finance: (M. Greenstein)

a. Feb Financials

Discussion:

Mike started off the financial presentation by saying the good news is we are on track to where we should be. Mike directed the board to the financial dashboard. Mike pointed out that under the profit and loss summary, board members will notice that the operating income is \$31,000 worse than budgeted. Mike said that we are most concerned and focused on the net operating income number. Mike did report that grant income is an uncertainty at this time as changes on the Federal and State level might impact these numbers. Mike reviewed with the board the investment funds and income from billable services. Mike did mention that CADI resident numbers are running a little behind and that a CADI approved pipeline process has been established by staff and that there are currently 17 CADI potential individuals in the pipeline. Mike stated that if potential concerns occur down the road they may have to make adequate changes/adjustments to the budget at that time and bring any budget changes forward to the board. Mike reported that they are in the middle of the annual audit and if the projected timeline is correct then the annual audit report would be presented to the finance committee in May and presented to the full board in July.

10. Other Business: (M. Lasswell)

Discussion:

Phoebe spoke about HIV Day On The Hill and encouraged board members to participate if they are able. Gage announced that there will be a HIV Town Hall to be held at EAGLE Minneapolis on April 10th at 4:30pm. Claire inquired about whether Clare Housing utilizes Instagram for promoting agency events and information as it would be useful.

Upcoming Events/Announcements: (All)

- 4/26 Trans-Plants Fundraiser/Plant Sale, Umbra Arts, 12-5pm
- 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 5:52pm.

ADVANCEMENT TEAM

Outcomes Report as of April 30, 2025

Prepared May 2025

Priorities	Measurable goals	YTD Actuals
Increase donor engagement through frequent events that include opportunities to socialize and/or volunteer activities:	12 or more events	6
	200 new donors	35
Build our portfolio of communication assets – client and donor stories and photos	7 or more profiles	2
Make major gift and Journey Home Circle asks	44 MG asks	8
	48 JHC asks	4

Digital Metrics:

E-news

	April
recipients	3080
opens	1174
open rate	38.6%
time sent	Wed, April 16, 10:59AM
click through rate	1%
unsubscribed	8
most unique clicks	Make a gift today
Number of clicks	63
type of content	Donation ask

Social

Facebook

	April
Total Reach	1.1k
Followers	2416
Most successful post	Photo of resident message on bulletin board
Reach	280
Likes/Reactions	14
Shares	1
Comments	1

Instagram

	April
Total Reach	804
Followers	386
Most successful post	Register for lobby day
Reach	406
Likes	14
Shares	3
Comments	0

LinkedIn

	April
Impressions	1286
Followers	444
Most successful post	Sheila at Midtown
Reach	245
Reactions	11
Clicks	12
Reposts	1
Comments	0

Other measures and tracking:

Measure	Actual YTD
# of donors giving major gifts	4
# of donors giving at the JHC level	12
# of recurring/monthly donors	72
# of cultivation plans outlined and documented	41
# of informational events (eg. HH101)	10
# of 1:1 donor visits	12
# of Place to Call Home table hosts	24
# of Place to Call Home attendees	n/a
# of grant proposals submitted	10
# of sponsorship requests submitted	31

Capacity building campaign update:

The core committee continued refining the case for support. We are working on defining what elements to include in the campaign so we can determine a dollar goal for the campaign. Next step is to outline gift and depth charts, identify prospects and where they potentially fit.

Comments:

% goal (\$110k) of awarded / received sponsorships: **64%**

Longtime client was recently interviewed and a profile write-up is in process.

Engagement opportunities with corporate Employee Resource Groups increased dramatically as corporations are planning summer Pride activities. Active planning is underway with Best Buy, EcoLab, Medtronic, Target, and Tennant.

Clare Housing Agency Monthly Outcomes Report
HR

Employee Metrics

Open Positions	New Hires YTD	Total Employees		Female	Male	Non-Binary
0	5	104		56	39	9

Race Metrics

African Born	Asian & PI & Hawaiian	Black	Latinx / Hispanic	Native American	Mixed Race	White
2	2	23	5	2	5	65

Q1 Baseline Report 4/31/2025							
Total # employees		104					
			Women		Men		Non-Binary
# FT	58	33		22		3	
# PT	46	24		16		6	
			FT	PT	FT	PT	FT
# African Born	2	2					
# Native American	2	2					2
# Asian American	2			1		1	
# Black	24	8	7	5	4		
# Hispanic	5	2			1		
# Mixed Race	6	1	4			1	
# White	63	20	11	16	11	1	4
# LGBTQ+		43					
# Straight							
# Unknown Status		61					

Engagement Metrics

Staff meetings:

5 Clare Terrace staff meeting

6 NE staff meeting

Social events YTD: 52 appearances at agency social events although most of those appearances are from the same group of staff.

Staff Trainings

18 Taking charge of your mental Health April 3

25 Motivational interviewing 7-14 hours

Narrative Statement: Apx 7 staff out of the 25 only attended one day of the 2-day Motivational interviewing training.

Health Programs - Clare Housing Monthly Outcomes Report
April 2025

Project Undetectable (PU)

Site	Number of Client Served Year to Date	Completed	Pending	Scheduled for the Community Paramedic	Detectable or no test
Clare NE	33	9	24	3	0
Midtown	44	11	33	4	8
Terrace	34	12			6
Marshall Flats	35	2	33	7	1
Scattered Sites	84	5	79	0	19
Care Homes	12	0	12	0	0

Program Update:

Starting **June 11th**, Clare Housing is partnering with **HCMC Community Paramedic** to offer **quarterly viral lab draws**. This service will be available at all four primary buildings, and Scattered Sites residents will be invited to a site for lab completion.

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	16	16
# Open Units for CADI Clients	1	3
# In Assessment Process	2	4

Home Care 90-Day Assessments

Assessment Status	Clare Apartments	Clare Midtown
Total Residents	16	16
Completed This Month	2	4
Due Next Month	3	2
Overdue	0	0

Home Care Annual Assessments

Assessment Status	Clare Apartments	Clare Midtown
Total Residents	16	16
Completed This Month	1	3
Due Next Month	3	4
Overdue	0	0

PROGRAMS - Clare Housing Monthly Outcomes Report

Prepared for Month ending April 30, 2025

Resident Discharges/Terminations						
	Clare NE	Midtown	Terrace	Marshall Flats	SS	Care Homes
# discharged this month only	0	1	0	0	0	0
Total # discharged since 1/1/25	1	5	5	1	0	0
# total Evictions or mutual term	1	2	4	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	1	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	4/30 Joe, Emily, Alma, Donette, Ligeia	Staff meeting 4/16 Dom, Daryl, Sonjia, Emily, Katie	4/23 Lori, Lee, Leo Jovita, Julie, Robby, Jackson, Earl, Luke, Dro	Staff meeting 4/30 Luke, Alma, Theo, Kate, Sebrena, Alphonso	SS: Most recent staff meeting was Monday, March 26 th . Michele, Brian, Gael & Alan (Teyana PTO)	
Other Activities in or out of building	Two Tims and a Tom Meal Spring Bingo Meal Weekly Coffee	Movie Night, Easter Bingo Night, Art Night, Game Night, Neighborhood Health Source	Neighborhood Health Source on site. Spring/Easter Cookout. Animal Humane Society	Neighborhood Health Source on site. Spring fling with residents (Mexican hotdogs)	SH had a birthday celebration, RP went to Catzen Coffee and had a wonderful time, LCG arranged for a visit with CI at Midtown to visit with an ex-boyfriend We do have several SS clients active in the Resident Council	

Care Homes	
Changes in client needs resulting in staff change	None
Any Rate Changes	None

Any Facility Issues	
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Greater MN HOPWA STRMU		
For this month	9	
For grant period	110	
# funded	110	
# Counties funded	32	
# Regions served	6	Northwest, Northeast, Central, Southwest, South Central and Southeast.
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	5	
Total hoteled	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	64	17	42	2	7
New client referrals					

Development Committee - Monday, May 5, 4:30-6:00p at 929 Central Apt Building

In Person: Angie, Brian M, Ann, Joanne, Mark, Ashley, Jenny, Chris B, Nickey, Phoebe, Madeleine

Remote:

Absent: Julie, Jason, Chris R.

Agenda

- Report: Today's (5/5) Lobby Day (HIV Day on the Hill)
 - Clare was represented by several staff, advocating with HIV service providers to gain support for adding \$8M back into the governor's budget.
- Introduction: HIV Housing Advocacy (Madeleine)
 - Joined Clare Housing in late January. Prior to their closure, this DHS funded position existed at Rainbow Health.
 - Focus is establishing a broad and solid statewide HIV housing advocacy program.
 - Key goals: gaining bipartisan partnership and support in MN/Fed, resetting and strengthening the HIV Housing Coalition in MN, identifying and activating story tellers with lived experience in greater MN.
 - Committee can support efforts by helping find people interested in politics, HIV advocacy, policy shaping, raising awareness, and securing funds.
 - Madeleine is tracking lived experience storytelling, legislative visits, and letter writing
 - Potential alliance and collaboration with MN Homes for All
- State of the Agency 5/15 planning
 - Volunteer greeters: Julie, Joanne, Angie (arrive at 929 by 4:00pm)
 - Volunteer or staff to be assigned outside to assist parkers
 - Suggested topics/focus: complete transparency on effect of lost Ryan White funding on staff, services, residents. And what it could mean if federal HOPWA funding is significantly reduced, capped or eliminated. What's the worst case scenario.
 - What can attendees do? Help find ways to engage outside MN legislators (state/fed), actively participate in Clare Housing advocacy efforts.
 - Be sure to have ample time for Q/A
 - Suggestion: add an ongoing financial status update to the eNewsletter.
 - If an postcard advocacy effort takes shape, Angie offered her surplus of forever stamps
- Report: Capacity Campaign core committee (Joanne)
 - Committee includes Joanne, Kelsey, Michael, Jenny, Phoebe, Zach
 - Led by consulting firm (Francis) at <https://www.fundraisingsolmn.com/>
 - Purpose of and need for campaign (in feasibility phase) is to expand housing capacity, enrich HIV services, and secure multi year sustainable funding.
 - Financial Goal is \$7.5M over 3-5 years via individual philanthropy. Further work to be done on how to talk about this goal amount in relation to tax credited property development.

- Currently, core committee is re-developing a case for giving based on Why Clare? Why Now? Giving from the heart is motivating, but also effective is case built on statistics / data.
- A core committee next step is to identify the target audience for case conversations, and then empower these folks to extend invitation to new connections.
- Image and utility of 'keys' was shared as campaign messaging element.
- Discussion: Opening of Clare Digs
 - Phoebe shared rationale (no barrier), target (folks in encampments living w HIV), goal (safety and security, a pathway to permanent housing)
 - Seven bedroom home in Whittier neighborhood purchased, and under renovation
 - Naming of program may change. This is federally funded property (paid for) and 3 year pilot HIV services program funding via HUD.
 - Staffing recruitment underway w projected opening in July/Aug 2025
 - A grand opening, or open house, must be different from when other Clare apartment buildings opened. This is home in a neighborhood, and future resident's personal information is private and protected. Absolutely essential that HIV status is unknown by neighbors.
 - Potential that prejudice around substance use may be greater than the reality of residents being formerly unhoused or living in encampments
 - Open House could be private, understated, invite only of key stakeholders (city officials, board members, VIP donor/volunteer, etc...)
 - Invited media to be directed to only show aspects of interior of house while highlighting the purpose of this pilot program. No mention of address or neighborhood.
 - TO DO: Pull donor list of those living in Whittier.
 - Recommendation for anonymity: do not claim nor name the property address in google
- Tabling Sign up: Art-a-Whirl and June Golden Valley Pride
 - Jenny passed around sign up sheet.
- Other business? Next meeting is Monday, August 11, 4:30-6:00p

Clare Housing Finance Committee Minutes

3/19/2025

Attendees:

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

Agenda

- Approve minutes from February 19, 2025, FC meeting.
- February 2025 financials review

Minutes

1. Approve minutes from February 19, 2025, FC meeting.
 - a. Jo motions to approve and John seconds. Approved.
2. February 2025 financials review
 - a. Program Income
 - i. Down 3 CADI residents; making up a bit of ground; daily rate is significantly higher than budgeted; so, this is offsetting the shortfall in CADI clients
 - ii. GRH Rate 1 – below budget by 8 residents; but most of this is offset by a reduction in expenses
 - b. Grant Income
 - i. Much of the difference is timing related and/or offset by expenses; not a concern that we are running short on this line as we expect to make this up in future months.
 - c. Contributions Income
 - i. Much of this is timing related at this point - receiving contributions earlier than expected.
 - d. Program Expenses
 - i. Better than budget; but it is a function of being down on GRH Rate 1 clients and grants.
 - e. Resident counts are flat for both PSH and ST clients; overall occupancy is looking strong
 - f. Wage expense
 - i. We are actively monitoring the reasons behind the wage expense greater than budget. Part of this relates to overstaffing of front-line staff, but we are providing managers monthly reports to reflect their staffing levels so that they can adjust accordingly. We expect this to be resolved in March.
3. Other
 - a. We received reimbursement for Clare Digs from HUD ~ \$670k
 - b. We have selected a new payroll system – UKG. Implementation to begin when Angela returns. Expect to be a 3–4-month implementation and to roll out early in Q3.
 - c. We will be holding budget review sessions with SSMs in April to review Q1 results. We also held an all-staff finance lunch and learn.
 - d. Financial policies will be sent after the meeting; please bring review points for the next meeting.
 - e. HOPWA HINT contract, we are waiting on the finalized \$2.5M (3-year) contract. This has been somewhat in the void at HUD.

- i. Talking with Senator Smith's office to see if they can provide any support.
- f. Funding landscape – We are paying attention to Trump's budget and seeing if HOPWA is zeroed out (happened in first administration); there was bi-partisan support to keep it in so monitoring for that.
- g. Housing Advocacy - had a new person come on board and had success on local level. Providing testimony in various committees, etc.

Properties Committee Meeting Notes 4/1/2025 Meeting

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

1. Review the updated project initiation worksheet for the Clare-YAP potential development
 - a. Question on eligibility – will YAP be sole referral provider allowed?
 - i. No; we would work with coordinated entry for LTH units; we also want to build in some flexibility so if we have any issues getting applicants within the age range, we could move outside of that.
 - b. Question on decision making – will it be split decision making depending on unit referral source (if some are referred by YAP and some by Clare)?
 - i. No, as the owner we would have final decision-making authority.
 - c. What is our sense of what benchmarking and homework YAP has done to prepare? Are they educating themselves on housing services? How do we determine if this is a good fit for the long term?
 - d. Draft MOU to bring to the board with the worksheet when further on, include lessons learned from BLF, specify that Clare holds the power in this development.
 - e. Consider adding something to our development workflow to consider partnership developments – current version is more specific to sole development.
 - f. Committee approves initiation worksheet to move to full board
2. Discuss routes to build a physical needs assessment for our properties to inform long-term planning
 - a. We don't have a great grasp on the lifespan of major systems or potential options we could pursue to increase lifespan/make greener.
 - b. We feel we need to provide a fair amount of guidance to PSS when we ask them to provide us with a facilities assessment
 - c. Committee believes it would be a worthwhile investment to engage with a contractor to complete a capital needs assessment –
 - i. Includes review of structure, finishes, MEP systems, and can follow up with long term preventative maintenance schedule
 - ii. Will likely cost \$10k+ per building
 - iii. Amanda and Mark will send scope info and potential vendor recommendations
3. Discuss potential network connections the committee may have that could assist us in further exploration of both youth and senior housing models
 - a. Who can we talk to gather information on current models, practices, input on design, funding that we're not aware of for specific populations, etc.
 - b. Youth
 - i. Amanda has contacts at Avenues for Homeless Youth
 - c. Interested in speaking with senior providers to learn about specific design lessons for senior accessibility
 - i. Amanda has contact at United properties – Naomi Ohnstad

- ii. Bill will reach out to director of capital improvements at MPHA
- iii. Trellis – designated area agency on aging – <https://trellisconnects.org/>
- iv. Bill recommends checking out NAHRO (National Association of Housing and Redevelopment Officials) <https://www.nahro.org/>
- v. Maggy recommends looking at <https://rcp.umn.edu/faculty/rcp-affiliated-faculty>
- vi. If we got a nursing intern, we could have them look at development of programming/services
- vii. Is there an association for the aging in place movement?

Properties Committee Meeting Notes 5/6/2025 Meeting

Present: Leah, Olivia, Bill, Maggy, Amanda, Michael, Rose, Mary, Miranda

1. Clare Digs Updates from Leah Cameron
 - a. Construction update
 - i. Originally got quotes from Frerichs for all items – but they must use prevailing wages, so we have since contracted with a few different vendors for cost efficiency.
 - ii. Windows are getting replaced – must be done prior to occupancy, so if there are delays it could impact opening
 - b. Opening timeline
 - i. Looking to open start of July, August 1st at the latest
 - c. Lease up
 - i. The goal is to house 8 individuals per year
 - ii. We will likely use 5 of the 7 bedrooms for tenants (the others to be used for offices and/or storage)
 - d. Staffing
 - i. Posting positions this week
 - ii. Hoping to fill internally
 - e. Opening Event
 - i. Advancement working on this
 - f. Outcomes
 - i. Leah will confirm if we have to report on any outcomes which we have never reported on before
 - g. Property Name
 - i. Leah will send suggestions to committee for feedback
 - ii. Olivia shared we have a naming procedure we can use to vet the Clare Digs name. [Clarification from after the meeting: we have a template created but have not yet brought it through the committee for review. We can bring this procedure to the next committee meeting for review and potential adoption.]
2. Internal Property Management
 - a. Interested in exploring this more – leasing, maintenance, compliance
 - i. Which items make sense to be brought in-house vs. which items would be best to continue with 3rd party vendors?
 - ii. Maggy - Family housing fund consultant to look at a cooperatively owned property management
 - iii. Riverton does all in house
 1. Mary cautions, but happy to share information
 2. Would recommend 3rd party maintenance – Mary could recommend

3. Maintain boundaries and don't muddy the lines between services and property management – harder to do when both are done by Clare
 4. Shafer-Richardson took it in house, and it did not work out – Katie Anthony VP of development could be contacted to lessons learned (Amanda contact – used to work there)
- iv. Are there non-competes in place for current PM staff? If not, are there PSS staff that we would like to retain

Executive Committee Meeting

4/15/25

Present: Rose, Kelsey, Mary, Phoebe

1. Succession Planning for exec roles: Kelsey is willing to be nominated for the President role and Phoebe will connect with Larry about willingness to be nominated for the Treasurer role, as the sole other Board member serving on finance committee. We need to identify new/more board members to serve on the finance committee as Larry and Kelsey are currently the only two on the committee.
2. Board giving: plan for 100% giving in 2025. We've historically made this target by the end of the year but missed by one last year. EC brainstormed some options and we came to decision to:
 - a. Move the target date to reach 100% giving or pledge before A Place to Call Home, so we can both announce it at the event and it can be a place people give at the event if they've made a pledge.
 - b. If we struggle to meet that goal, utilize the members of the EC to reach out to board members to reach the goal so it's not a struggle at year end.
3. Capacity Building Campaign & plan for formal vote of support for the process and committee makeup. Joanne is a member of the Core Committee (former Board member and fundraiser) and she pointed out from her experience it's good to have full buy-in from the board via a formal vote of support. Will put this on the agenda for future board meeting.
4. Internal action plan: Phoebe shared the internal working action plan managed by the senior leadership team. The plan evolves through annual planning sessions and monthly reporting/monitoring. EC expressed it's good to know this exists, in light of the conversation we had last month about the strategic framework. The internal action plan isn't something that needs to be dug into at the Board level.

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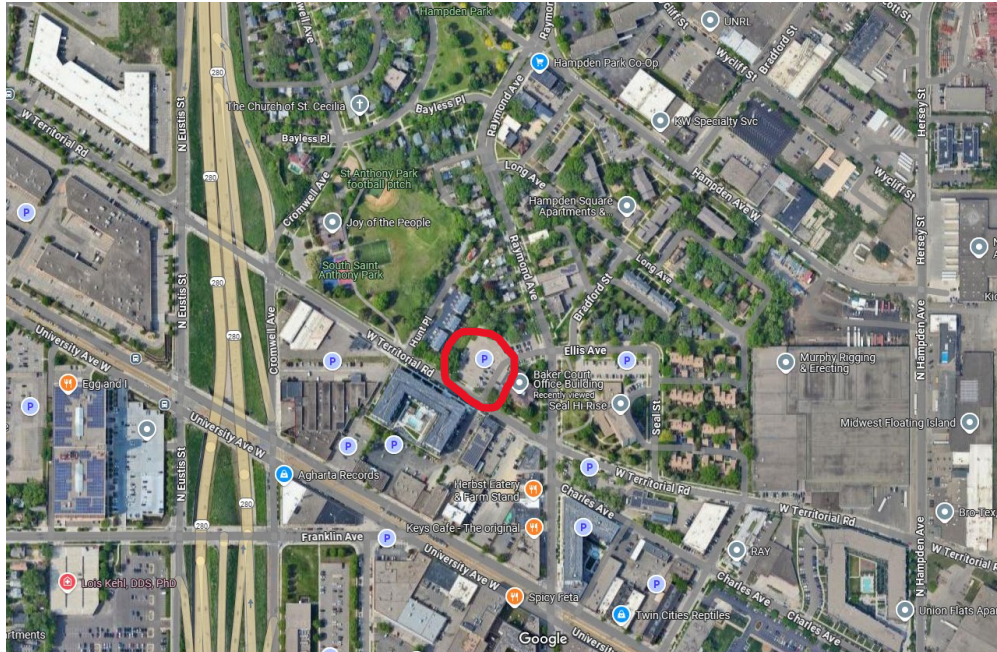
Balance Sheet 8

Housing Project Initiation Worksheet

Project working name:	Val's Place (YAP/Clare project)
Date last updated:	03/26/2025
Properties Committee review date:	04/01/2025
Date approved by Board:	
Statement of the project concept:	Permanent supportive housing for people living with HIV who are 30 or under at entry, with increased onsite service staff support
Initial project goals:	35 – 45 units for Ryan White eligible people 30 and under, clients coming from YAP, meeting increased needs for skill building to improve residency outcomes. Based on needs assessment conducted in 2021 and ongoing barriers to referral relationship from YAP for housing.
Alignment with strategic framework:	Strategy 2: preservation and growth of housing units. Operating parameters: addition of new housing units developed by Clare; new models/alliances to add to the continuum of housing operated by Clare
Project location or area of focus:	Based in the metro core or northern half of metro, close to transit, space for a garden.
Type of development:	Private apartments with access to community space, onsite service staff. Low income housing tax credit based model.
Project components:	Increased onsite support services for YAP clients including medical clinic operated by U of M. Moderate number of units for adults with children. Referrals through YAP. Affordability at or under 400% FPL (Ryan White standards)
Potential ownership models:	Developer/Owner: new Clare Housing LLP. Asset Management: Clare Housing. Property Management: 3 rd party (most likely existing PM partner). Service Provider: YAP. Project to be built assuming YAP will be service provider but if project moves forward will prepare contingency plan for Clare to provide services if partnership changes (due to previous lessons learned with other partners).
Possible project partners:	YAP (Youth and AIDS Projects), affiliate of U of M. YAP is required to find and pay for their own office space

	(not part of U of M campus) so would lease the office space from us at this site.								
Timeline:	Tax credit project applications due annually Feb – July, dependent on site control.								
Site acquisition status:	Four previous sites have been pursued. Currently pursuing open lot at 821 Raymond in St. Paul. Would be a part of a multi-phased plan with some shared components such as gardens, EV stations, parking.								
High Level Identification of Funding and Expenses	<table border="1"> <thead> <tr> <th>Expense Item</th><th>Funding Sources to Pursue</th></tr> </thead> <tbody> <tr> <td>Capital</td><td>St. Paul, Ramsey Co., MHFA, Federal Home Loan Bank</td></tr> <tr> <td>Operations</td><td>GRH, HOPWA, Section 8, CoC</td></tr> <tr> <td>Services</td><td>YAP / Ryan White Case Management</td></tr> </tbody> </table>	Expense Item	Funding Sources to Pursue	Capital	St. Paul, Ramsey Co., MHFA, Federal Home Loan Bank	Operations	GRH, HOPWA, Section 8, CoC	Services	YAP / Ryan White Case Management
Expense Item	Funding Sources to Pursue								
Capital	St. Paul, Ramsey Co., MHFA, Federal Home Loan Bank								
Operations	GRH, HOPWA, Section 8, CoC								
Services	YAP / Ryan White Case Management								
Other:	<ul style="list-style-type: none"> We were awarded a pre-development \$100,000 loan with 0% interest for 24 months through Corporation for Supportive Housing (CSH)/Hennepin Co. We are in the second year of this award. Two other housing providers using HOPWA to serve young adults, Brandi in Chicago, Blaine in St. Louis, to explore as project progresses. 								
Feedback from Properties Committee:	<p>In next phase</p> <ul style="list-style-type: none"> Work with YAP to determine long-term goals and readiness for taking on the housing case management. Draft MOU with YAP, with attention to lessons learned from BLF, specifying which entity does which thing, how disagreements should be handled, and what we as the owner have final decision making over. 								

Current Site we are Pursuing at 821 Raymond



Clare Housing Pre-Campaign Planning Update

Prepared by Fundraising Sol | May 2025

Clarity

The first draft of the case for support has been developed and reviewed with the Campaign Committee, grounded in the 5Q messaging framework.

Initial efforts are underway to outline potential project components and associated costs.

Establishing a realistic working campaign goal will follow once project and fundraising costs are clarified.

Next Steps:

- Clare Housing to continue refining project scope and budget estimates.
- Fundraising Sol to support goal-setting and the next phase of case refinement.

Alignment

A Strategic Engagement List is being developed with input from staff leadership and the Core Committee.

About the Strategic Engagement List

As part of pre-campaign planning, we are developing a Strategic Engagement List to identify individuals and partners who can lend credibility, open doors, serve as connectors, and amplify the campaign. This list is a critical tool for mapping early outreach opportunities, identifying relationships that need deeper cultivation, and laying the groundwork for a strong, relationship-based campaign.

Next Steps:

- Continue prioritizing and expanding the Strategic Engagement List.
- Ensure the campaign vision remains aligned with strategic plan goals and housing pipeline priorities.

Capacity

The Core Committee continues to meet monthly and remains actively engaged in campaign planning.

Fundraising Sol has completed a donor and funder wealth screen to inform campaign capacity and identify potential gaps.

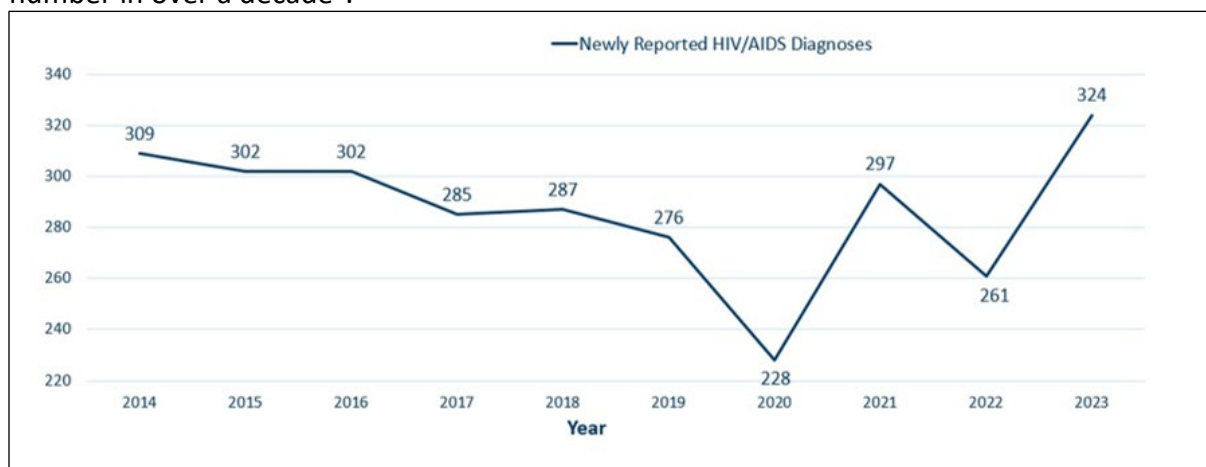
Next Steps:

- Jenny will begin drafting a gift chart and depth chart based on initial prospect research.
- **The board may wish to consider a capital campaign overview or workshop to deepen understanding of pre-planning and board roles.**

HIV Housing Advocacy

The Need

- Housing plays a critical role in the treatment and prevention of HIV.
 - Managing daily medications allows people to attain an undetectable viral load, thus they are not able to transmit HIV to others (Undetectable = Untransmittable).
 - Homelessness is associated with increased vulnerability to acquiring HIV, as people are up to 16x more likely to acquire HIV while experiencing homelessness versus while housed¹
 - People experiencing homelessness have higher rates of untreated HIV, which can lead to AIDS and potentially AIDS related death².
- In 2023 new HIV cases among Minnesotans jumped to 324, a 24% increase over 2022 and the largest number in over a decade³.



- Year after year roughly 300 Minnesotans continue to contract HIV, while other states have steadily declining rates of new infections due to their comprehensive response.
- Housing resources for People Living with HIV/AIDS (PLWHA) are available, but are not adequate.
 - Nationally only 20% of people who are living with HIV and experiencing homelessness or are unstably housed receive housing services, leaving 80% or ~300,000 people in need⁴.
 - At Clare Housing alone, we have more people waiting to access housing than we are currently housing (over 300 people).

The HIV epidemic is not over –

¹ <https://files.hudexchange.info/resources/documents/The-Connection-Between-Housing-and-Improved-Outcomes-Along-the-HIV-Care-Continuum.pdf>

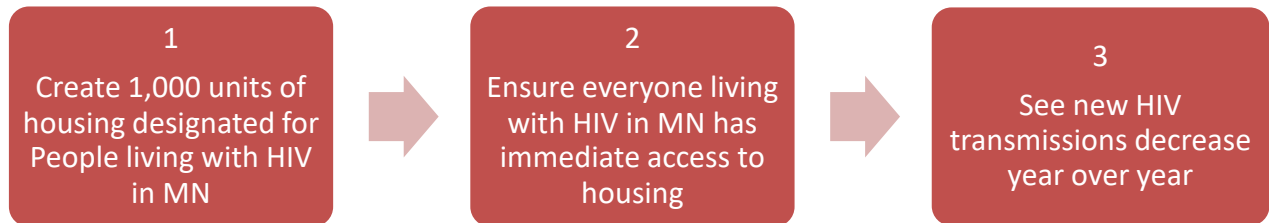
² <https://www.cdc.gov/nchhstp/director-letters/hiv-among-people-experiencing-homelessness.html>

³ <https://www.health.state.mn.us/diseases/hiv/stats/2023/index.html>

⁴ <https://nationalaidshousing.org/>

we continue to work for a better response and a better future

Our Goals



How we will get there

A) **Grow a Strong Coalition of Support**

Facilitate monthly MN HIV Housing Coalition meetings with 20+ organizational members, sharing advocacy alerts and tools

Support goal-focused Action Teams (such as resource mapping, engagement with Greater MN, etc.)

Grow from 20 organizational members to 40, with more representation from Greater MN

B) **Activate Minnesotans with HIV to share their stories**

Recruit Minnesotans who want to participate in future advocacy

Support "Lived Leaders" in sharing their stories publicly through writing campaigns and testifying to law makers

Develop a state-wide "Lived Leadership" program to offer training and leadership opportunities to people living with HIV across the state of MN and into DC

C) **Build bi-partisan awareness and support for HIV Housing and other HIV resources**

Compile state-wide data showing the impact of HIV in every district in MN and the connection between housing and stable communities

Build relationships and deepen support with all members of the MN delegation around HOPWA funding (Housing Opportunities for People with HIV/AIDS)

Secure additional housing funding for People with HIV/AIDS in MN

D) **Develop more effective resource sharing**

Create online accessible site for housing resources for People with HIV/AIDS and their case managers

Establish a working group to share resources and overcome specific barriers to housing

Pilot a plan to end homelessness for all Minnesotans living with HIV, modeling the "by name list" process to eliminate veteran homelessness.



Together we can create a future free of HIV!

- Join the MN HIV Housing Coalition by emailing Madeleine: madeleine.hammerlund@clarehousing.org
- Support Clare Housing's Advocacy work through our Advocacy Network and/or by donating to Clare

Clare Housing Executive Director Report May 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	20%
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	Bids going out to subcontractors. Additional vapor barrier/environmental items added. Deed cleanup underway.	30%
2. Open Clare Digs	Repairs underway.	30%
3. Move Clare 55+ forward	One early No from City of Mpls	10%
4. Move Clare YAP forward	Initial worksheet to Board at May meeting.	2%
<i>Services</i>		
1. Improve undetectability rates	Hibo meeting with all sites re: PU	10%
2. Roll out mental health related services	Trainings underway. Potential consultant lined up.	25%
3. Clare Digs roll-out pilot	Staff positions posted this week.	20%
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	
2. HIV Housing Coalition related activity	Meetings up and running. Need new tri-chairs	50%
3. HIV funding	Pushing for HOPWA at Federal level, DHS at state level is included in current budget proposal	50%
<i>Resources</i>		
1. Capacity Building Campaign	Core Committee established and working	2%
2. Increased # of donors and gift asks	Jenny's got new metrics in place and moving	15%
3. Volunteer program	Jon managing volunteers and actively recruiting	15%
<i>Quality Improvement/Impact</i>		
1. Partnership exploration	Next steps TBD with partners	25%
2. Vacancy rate improvement	Targets and tracking in place, seeing improvements	
3. Transparency re: equity in outcomes	Finalize updates from last meeting and post	75%
4. 24/7 Customized Living at target	Currently one short but above budget	

Issues

- Clare Digs plays a central role in budget and staffing plans. Construction rehab, staff hiring, and client enrollment are scheduled to occur in July. Director of Supportive Housing (Leah) is managing the project.
- State and Federal budget items are all still in play and will continue into June at the earliest.