



The mission of Clare Housing is to provide affordable housing, supportive services and compassionate care to people living with HIV/AIDS.

Our vision is that all persons living with HIV/AIDS have affordable, safe and stable housing with access to the supportive services that they need to lead satisfying lives with dignity.

From previous meetings:

Host: Ryan Rollinson

Host for next meeting: Ann Ruff

**BOARD AGENDA
November 13, 2012
4:00 – 6:00 pm**

Item	Person	Time
1. Welcome, Introductions and Review & Approval of Consent Agenda <ul style="list-style-type: none">• Agenda• Board minutes, September 25, October 27• Governance committee minutes, September 11, Oct 9• Executive Director's report	Chuck Peterson	5
2. Acknowledgement of anticipated conflict of interest	All	2
3. Leadership Transition <ul style="list-style-type: none">• RFP for search firm• Search committee and co-chairs	Chuck Peterson	20
4. Strategic Plan Re-fresh	Chuck Peterson	10
5. Governance Committee <ul style="list-style-type: none">• Review/election 2013 board members• Election of officers for 2013• 2013 committee chair update	Bob Brandt	15
6. Finance Committee <ul style="list-style-type: none">• October financial report• Project Cornerstone resolution	Allan Coleman/Bob Siegfried	10
7. Journey Home Team/Communication	Ann Ruff/ Elisabeth Loeffler	15
8. Public Policy	Lee Lewis	10
9. Holiday Party	Chuck Peterson	5

Upcoming discussions:

Consent Agenda Items:

- Agenda
- Board minutes, September 25, October 27
- Governance committee minutes, September 11, Oct 9
- Finance meeting minutes
- Executive Director's report

Enclosures:

- September financial statements
- MHFA [Project Cornerstone] resolution
- Board application from Leuers, Bishop, Vieths* and Jones*

**This will be sent out before the meeting.*



Board of Directors Minutes

September 25, 2012

4:00 p.m.

Members present: John Atkinson, Bob Brandt, Dan Caldwell, Jeffery Flynn, Nancy Lee, Mark Linne, Chuck Peterson, Robert Siegfried, Ann Ruff and Anna Tockman

Members absent: Peter Scott and Ryan Rollinson

Staff present: Lee Lewis and Elisabeth Loeffler

Host for this month: Chuck Peterson

Host for next month: Ryan Rollinson

The meeting was called to order at 4:05 p.m.

I. Welcome, Introductions, Review & Approval of Consent Agenda

MOTION: Nancy Lee made a motion to pass the consent agenda. Bob Brandt seconded it. The consent agenda passed.

II. Conflict of Interest

There were no conflicts of interest.

III. Finance Committee

August Financial Report

This is the first financial statement of the year. As such, some entries (benefits allocation, HOWPA accrual, etc) in August show both July and August and the numbers are larger than usual.

CADI income is \$6,000 under budget, mostly due to one foster care resident being in the hospital most of July and August. That resident has since been discharged from our care as we are unable to meet their needs. The opening in Foster Care actually makes it easier for the program people as that is one more slot available for a Clare House resident.

Food expenses are under. That is more of a timing issue than an actual savings.

We are under in liability insurance expense. Given that we had a large claim last year and the general nature of the insurance market, we projected a large increase. Instead, thanks to the hard work of Vicki Fraser, we received a 10% reduction and they dropped the coinsurance clause from our policy too.

Starting in November, all senior management employees will be required to attend all board meetings.

The finance committee will be meeting with the auditor at the October 18 meeting. The auditors will no longer come to full board meetings but will present their findings at the finance committee and the finance committee will bring this to the board. All board members are welcome to attend this meeting.

MOTION: A motion was made to approve the process of the audit being reviewed by the finance committee meeting. There is an open invitation to all board members who are interested to attend the meeting. Otherwise, the finance committee will review and approve the final audit and bring it to the board at the following meeting. Bob Brandt made a motion to approve. John Atkins seconded. Everyone was in favor.

This does not go in the financial policies. Nancy Lee will work on where it will be listed.

IV. Journey Home Team/Communication

The breakfast is on October 3. Table hosts should be at the pavilion by 7:00 a.m. There are 250 registered with a stretch goal of 275. The shut off for registration is 6:00 p.m. on Thursday, September 29.

After the breakfast, there will be work to get all attendees who have not yet attended on a tour.

If anyone had any leads, please contact Ann or Elisabeth.

V. Executive Director Report

Impact Initiative. Lee provided a project report from the Impact Initiative. He is reserving judgment of what will happen with this group.

The five areas of concentration:

1. Shared back room work
2. Anti-stigma
3. Rethinking how sector addresses public policy
4. Preserving community based organizations that are under threat
5. Merger between health care and community based HIV organizations

There will be a formation of a state AIDS policy partnership. This would be a partnership between the organizations but each organization would do their own thing. It would be based on an association model.

The African American AIDS group does not want to participate.

MAP is looking at a possible merger with HCMC's Positive clinic.

VI. Annual Goals

The board had reviewed on and agreed to the annual goals but there was not a formal vote made to approve at the last meeting. Action require.

MOTION: Ann Ruff made a motion to approve the FY13 Annual Goals. Bob Siegfried seconded. The motion passed.

VII. Governance

Follow-up on board survey. Questions 17 and 19 were the only two questions that had disagreement.

Question 17, Board is involved in succession planning of the executive director. Three people disagreed. Lee noted a succession plan has been worked on extensively and some people just may not have realized that there is a plan.

Question 19, Necessary skills, stakeholders and diversity are represented on the board. This is being addressed in the current cycle of recruitment for new board members.

Board recruitment. Mark Bishop, Roberta Jones, Kelsey Luers and David Vieths are currently being vetted. A report will be brought to the board in November. If anyone has any leads, please let Bob B or Lee know.

VIII. Public Policy

The group has not met since the last board meeting. The special public policy tour will be on November 14 and after the Journey Home breakfast, they will start working on getting that tour planned.

An RFP was sent out to find a lobbyist. There were three responses. Anna and Chuck will look at the proposals and set up interviews. If anyone is interested in participating in the interviews, they should talk to Anna or Chuck.

IX. Retreat

This discussion was deferred.

NEXT BOARD MEETING

The next board meeting will be on November 13.



Board of Directors Minutes
October 27, 2012

Members present: John Atkinson, Bob Brandt, Dan Caldwell, Jeffery Flynn, Nancy Lee, Mark Linne, Chuck Peterson, Robert Siegfried, Ann Ruff, Peter Scott and Ryan Rollinson

Members absent: Anna Tockman

Staff present: Lee Lewis, Michele Boyer, Allan Coleman, and Elisabeth Loeffler

The meeting was called to order at 11:55 a.m.

I. Real Estate Options

Lee brought to the board two real estate options:

Mattress Factory: Lee asked to pursue submitting an RFP for the Mattress Factory property. After discussion, the board decided that board approval was not needed but that board gave support to move forward with the application

McKnight Mansion: Lee presented the details of this property at 2200 Park Avenue in Minneapolis and informed the board of the possibilities and discoveries of the site. The board recommended that Lee continue to pursue this site and that more discussion would happen at the November 13 board meeting. A motion was made by Bob that if a purchase offer needed to be made that the Executive Committee was capable of making the decision. Board members would be invited to weigh in electronically or conference call.

ACTION

A motion was made that if a purchase offer was needed for the property at 2200 Park Avenue, the Executive Committee was capable of making the decision with the board members able to weigh in by either a conference call or electronically. Bob Brandt approved the motion, Ryan Rollinson seconded. The motion carried.

Clare Housing Governance Committee Meeting Notes
September 11, 2012
5-6:15 PM, Clare Apartments

Present: Bob Brandt, Jeffery Flynn, Elisabeth Loeffler, and Lee Lewis

Absent: Anna Tockman and Dan Caldwell

1. Board recruitment

Recruits contact update:

Mark Bishop. Passionate and committed. Lee will meet for coffee.
Kelsey Levers. Finance. Bob S and Nancy both like and she interested. Lee will meet with her. Kelsey will be moved forward.
Daniel Miller. Lee met. He is interested. Lee will meet with him.
Jason Sole. Did not seem to be passionate about joining board.
David Veiths. On public policy team. Lee will meet with him.
Scott Dibble. Was in Charlotte. He has not yet been contacted.
Jody Orfield. Lee will meet with her and talk about what the job responsibilities are and see if she interested.
Suzie Schatz. Anna will be asked to contact her.

2. Board Survey

The survey was reviewed to find any question that got at least 3 or more negative responses.

Question 17. Board is involved in succession planning of the executive director.

As a lot of work has actually been done on this, it is going to be brought to the board to have a conversation on the subject so that all members know there is a policy.

Question 18. Board is involved in succession planning of the board officers annually.

The process will be reviewed at a board meeting to get feedback and make sure all board members are informed and agree with the process.

Question 19. Necessary skills, stakeholders and diversity are represented on the board.

We need to recruit for diversity and look at ways we can find more people of color. Possibilities include LISK and MAP for Nonprofits. This needs to be discussed at the board retreat.

ACTION ITEM:

- Discuss the ED succession policy and board recruitment at the board meeting to make sure all members understand the process.
- Add recruitment of people of color to the agenda for the October retreat.

NEXT MEETING

The next meeting is October 9, 2012

Reminder: The November Governance meeting conflicts with the November Board meeting. It will need to be decided if this will be rescheduled.

Clare Housing Governance Committee Meeting Notes
October 9, 2012
5-6:15 PM, Clare Apartments

Present: Bob Brandt, Chuck Peterson, Elisabeth Loeffler, Anna Tockman and Lee Lewis

Absent: Jeffery Flynn and Dan Caldwell

1. Board recruitment

Recruits contact update:

Mark Bishop. An application will be sent.

Kelsey Levers. An application will be sent.

Daniel Miller. Out. Joined MAP board

Jason Sole. Not interested.

David Veiths. Bob and Chuck will schedule a meeting.

Scott Dibble. Not interested at this time.

Jody Orfield. May have too many time commitments. She will be approached to join a committee and looked at in the future.

Suzie Schatz. Bob is going to contact.

Amy Brugh. Not interested at this time but may be in future.

Roberta Jones. Came to breakfast, Bob will meet with her.

Tom Jonas. Lee is meeting for breakfast.

Kelsey and Mark have been vetted and they will be moved forward.

Lee thought it was important that diversity be on the board and work should be continued on to find a person of color even if he or she joins in the beginning of 2013.

ACTION ITEM:

Chuck will follow up with Stephanie and Sam to do an exit interview.

Lee will contact Amy B and see if she would like to join a committee.

Bob will reach out to Suzie and see if she is still interested in joining the board or joining the public policy group.

2. Lobbyist

Lee and Anna will interview the three possible lobbyists on Thursday, October 11.

3. Retirement Announcement

An email blast will go out on Friday, October 12 announcing Lee's retirement. Potential board members will be called. Chuck will call David. Bob will call Mark, Roberta, and Kelsey.

NEXT MEETING

The next meeting is November 6, 2012. This is the first Tuesday of the month. This is because of the rescheduling of the board meeting on November 13.

Executive Director Report

Development and Communications

On Friday, we received notification from the Otto Bremer Foundation that they will award Clare Housing a \$50,000 general operating grant. This was the maximum we could apply for. We had budgeted \$20,000 which is the amount of our last award.

The program officer said that the trustees were very impressed by how proactive Clare Housing has been in creating funding diversity and sustainability – as well as new solutions and programs that serve the mission.

That was last week's development and communications news. This week it's the annual *A Place to Call Home* breakfast. As of today 307 people had registered. Our goal was 200 with a stretch goal of 250! Elisabeth and Debbie have done yeowomen's work all year to get us to this point. Remember: though the breakfast is where we make our annual request, the tours and cultivation that are done throughout the year are the foundation for the breakfast as well as individual asks. [The metric to watch is that 40% of those attending should have attended a *Journey Home* tour.]

\$32,500 have been pledged as leadership gifts and sponsorships are at \$17,500.

Our goal for the breakfast this year is \$200,000. Cross your fingers - and I hope to see you there!

The link below is to the website of National Equity Fund, the limited partner of both Clare Apartments and Clare Hiawatha [Midtown] LP's. It's no great shakes, but the first photo on the site is of Midtown – and it's among great company.

<http://www.nefinc.org/>

Project Status

Mattress Factory

The RFP for redevelopment of 115 5th St. NE, aka the Mattress Factory, came out earlier last week. We are putting together a proposal in response. I have been informed that there are two private developers who intend to respond and have support in the community. This is a long-shot, but we have invested time and money in the property and have all of the materials necessary for submitting a proposal. The resourced needed to submit are minimal. The strategy is basically to keep our project on the table in case all other proposals collapse. As a reminder, we have proposed to redevelop the property into 22 units of sober housing.

The city requires an offer to purchase as part of the proposal.

2200 Park Avenue

This property is an 1895 mansion with a 1960's addition that was used as a nursing home. It is currently privately owned and operated as a half-way house for American Indians. Staff has viewed the property several times. Our architect informs us that, were we to demolish the 1960's addition and build a 3-story building we would be able to create 32 apartments. Frerichs construction has estimated costs of construction and I have ordered title work. I also had a meeting with city council member Lilligren earlier today to discuss the project.

The owner is in financial distress and, depending on the results of the title search and a little more number crunching, I may request board authorization to make an offer to purchase relatively soon.

On both of these projects I have been consulting with Barb Broen [housing consultant], Bridget Hust [attorney], Frerichs Construction, Cermak Rhoades Architects and real estate agent Sophie Hantzes.

Lobbying

Last week, after Anna Tockman, Elisabeth Loeffler and I interviewed three firms, I selected Faegre Baker Daniels as contract lobbyists for the 2013 legislative session. All three firms were quite capable and impressive. We selected Faegre due, in part, to the depth of their staff, experience with organizations new to building a presence at the legislature and interest in coordinating with our development of a grassroots effort.

Programs

Clare House transition

Last Thursday the final two residents of Clare House moved to Agape Home, and Clare House is now being prepared for sale. Hats off to Michele Boyer and the staff of Clare House for managing this process. Here's an email I received from Michele on Thursday.

I just wanted to announce that the last two residents of Clare House, Doug & Jeavette, have moved out of Clare House today and into their new home at Agape Home. It was a bitter-sweet day. Doug & Jeavette are happy in their new home, but, as Jeavette said this morning: "I sure am going to miss this place...." We all are going to miss it, Jeavette!

The small group of staff persons (myself, Starr, Randy, Xander) and residents (Doug & Jeavette) did say a short prayer of thank you to the home for providing shelter and care to our residents since 1996. Blessed Be.

In addition volunteers were celebrated with a "Cooks' Potluck" on Thursday. Cooks and staff gathered to say goodbye to the house which opened in 1996.

Supportive Housing

Residents' councils are being started at both Midtown and the Apartments. The councils will provide an opportunity for planning and input into the management of the buildings. In addition, after attending a *Journey Home* tour psychologist Kathy Vadar volunteered to facilitate support groups at both Midtown

and the Apartments. The groups have a general focus and are in addition to the harm reduction group operated at Midtown.

Public Policy

State

Yesterday I met with Nancy Hylden and Phil Stalboerger of Faegre Baker Daniels for an initial discussion of our legislative strategy for the upcoming session beginning in January. At the same time, the day's elections surprisingly and dramatically changed the political landscape in St. Paul. Our goals will remain the same; however, our strategies will be different given the shift in power in the house and senate.

Federal

On October 31, *The New York Times* featured an op-ed that supports expanding affordable housing through housing tax reforming the mortgage interest deduction. The National Low Income Housing Coalition (NLIHC), working with **Representative Keith Ellison** and more than 350 organizations nationwide, suggests reforming the deduction by converting it to a credit, capping eligible mortgages at \$500,000 and using the proceeds to finance the **National Housing Trust Fund**.

It would increase the number of middle-income families qualified for homeowners' aid but reduce expenditures over all by cutting spending for the wealthy. Were about \$30 billion in saved funds redirected to the poor, as the coalition proposes, federal funding for affordable housing could be almost doubled with no change in the deficit.

The NLIHC proposal would:

- Place a cap on the maximum mortgage to receive a tax break at \$500,000.
- Convert the tax deduction to a non-refundable credit.
- Allow interest on mortgages for second homes and home equity loans under the \$500,000 cap.
- Phase in these changes over five years.

Read the [full article](#) on *The New York Times* website.



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BOARD OF DIRECTOR APPLICATION

Name: Mark Bishop

Address: 3631 Springwood Ct

City: Eagan **State:** MN **Zip:** 55123

Phone (Home): 651 452 0704 **Phone (Cell):** 651 592 3085

Phone (Work): 651 643 0402 **FAX:** 651 645 5116

How did you first learn about Clare Housing?

In 2006, I found Clare Housing online seeking a volunteer opportunity to spend time with folks with HIV/AIDS.

What is your interest in serving on the Board of Directors?

Over the last 6 years, I have seen Clare Housing from many perspectives (as a volunteer at one of the care homes, attending training events, meeting with staff, attending and hosting friends-dining-with-friends events, etc.). All of these experiences have consistently left me with the strong impression that the mission of Clare Housing is critical to our community and the approach and organization of Clare Housing is impressive and very effective.

I have a strong interest and feel that I have somewhat of a personal "calling" to be involved in seeing organizations grow. Not growth for growth's sake, but deep growth into the mission of the organization. I like being in a position to help the organization I'm with take strategic next steps and achieve its goals and maintain momentum. I have done this primarily with my work with religious organizations and at Kimley-Horn (my employer, building a presence in two office locations).

With my current volunteer opportunities at Clare House coming to a close, and with the upcoming leadership transitions and needs to help identify sites and see new facilities become a reality, I'm excited and honored about the opportunity to help lead and be involved in these decisions and next steps.

In what areas might you contribute to the Board?

I would anticipate contributing in two primary ways:

- my personal abilities that include helping with strategic thinking and planning oriented around growth, and;
- my professional abilities that include experience with leading projects and delivering complex programs

I take my responsibilities very seriously and enjoy “getting things done”. I intend to bring that focus to my board involvement. I also hope to contribute with a thoughtful approach to listening and learning from the talent on the board, and by asking questions to encourage discussion on issues.

My professional experience includes working with public agencies and working with the development process. I routinely work with architects and other design professionals, and have access to a significant amount of local and national expertise related to land development. I have experience working with public funding (related to transportation projects) and obtaining approvals from public agencies. All this experience should be helpful to Clare Housing as new apartments or other facilities are planned for construction in the coming years.

Time commitment – Board members are asked to prepare for and attend monthly Board meeting, an annual day-long retreat, and participate in the sustainable fundraising program. Describe any difficulties you may have in making this commitment.

I don't anticipate any difficulties related to these commitments, but occasionally I do need to travel and may have commitments at work that may be difficult to re-arrange. My travel schedule and work meeting schedule generally is flexible. As board meetings and other events will be planned in advance, I will be able to make adjustments in my work schedule as necessary.

Please list additional Professional Association/Volunteer Involvement/Boards/etc.

None

Please write a 3 – 6 sentence “mini-bio.” It will be included in the Board roster that goes to staff and Board and be used on Clare Housing’s website. You might include current position and employer, past employers, community involvement, family, places you’ve lived.

Mark is a vice president and transit project manager based in the Twin Cities office of Kimley-Horn and Associates, Inc. For 17 years, Mark has provided project leadership on complex transit and transportation projects located in Minnesota, Florida, and California. Mark has both a bachelor science in civil engineering degree and a master of engineering degree from the University of Florida.

Mark became involved with HIV/AIDS housing through a small care home called Joseph's House located in the Adams Morgan neighborhood in Washington, DC. For the last 6 years, Mark has been a volunteer with Clare Housing cooking meals and performing yard work at the former care home, Clare House, in Saint Paul. Mark is originally from Florida, and relocated to Minnesota in 2002. He lives in Eagan and is married to Alison and has two girls, Elle and Kate.

Please attach a current resume.

Mark C. Bishop, P.E.

Professional Credentials

Master of Engineering, Structural Engineering, University of Florida, 1994

Bachelor of Science, Civil Engineering, University of Florida, 1993

Professional Engineer in Minnesota, Florida, Maryland, and Virginia

Professional Organizations

American Society of Civil Engineers

Mark has 17 years of project leadership experience on major transit and transportation projects that involve significant coordination and have complex planning, design, and construction issues. Mark serves as a transit project manager based in the Twin Cities and brings considerable expertise with project team leadership, coordinating plan production, reviewing project scopes and budgets, and performing and reviewing design calculations.

Central Corridor Light Rail - Minneapolis to St. Paul, MN - Deputy Task Manager. Kimley-Horn worked as a subconsultant to develop the design for an 11-mile light rail transit (LRT) line that will run from Minneapolis to St. Paul along University Avenue. Kimley-Horn led and managed all civil engineering, utility relocation, traffic design, and streetscape design efforts for this project. Now under construction, Kimley-Horn is providing construction phase services for the project through its completion in 2014.

KEY TASKS PERFORMED/COMPLETED ON PROJECT

- Deputy task manager for all civil engineering, utility relocation, traffic design, and streetscape design efforts.
- Leader/coordinator of the roadway design plans for the entire project; integrating the roadway design with the LRT alignment, existing right-of-way, and urban design/streetscape designs.
- Led weekly coordination and project issue meetings with survey/right-of-way, drainage, and utility DBE subconsultants
- Working with MetroTransit and MnDOT and DBE subconsultants, he helped coordinate right-of-way acquisitions and impacts.
- Helped lead and assist with resolution of major technical issues along the entire project (West Bank and West Connection, UofM Transit Mall, MCRR Bridge, University Avenue Parking, University Avenue Station Access and Streetscape, Capitol Area Design Issues)
- Worked closely with MetroTransit, Minnesota Department of Transportation (MnDOT), Ramsey and Hennepin Counties, the Cities of Saint Paul and Minneapolis, and the University of Minnesota to advance design concepts and support Municipal Consent and design plan approvals.
- Was a champion and leader on quality initiatives and helped initiate and lead interdisciplinary review meetings among the project disciplines for early utilities and traffic improvement projects as well as the primary Civil East and West projects.

Northstar Commuter Rail Planning, Design, and Program Management - Minneapolis, MN - Structural Engineering Design Manager/Deputy Civil Engineering Manager. Kimley-Horn prepared the final design of the commuter rail stations and maintenance facility for the Northstar Commuter Rail project. The project is the first commuter rail in the State of Minnesota. Kimley-Horn's work included coordination of bus operations, site civil design of the park-and-ride facilities, coordination with existing freight rail operations, development of operating plans, coordination of overall project costs, and reporting information to Federal Transit Administration (FTA).

KEY TASKS PERFORMED/COMPLETED ON PROJECT

- Responsible for preparation of station platform structural design plans and bidding document and specification preparation and coordination
- Worked closely with the project team to lead the development and design of the station platforms and shelters including the elevated pedestrian crossing structure at the Coon Rapids station
- Led and assisted with coordination of the station platform elements within the station site designs
- Worked with MnDOT, Metro Transit, and other project leadership to coordinate preparation of the bidding documents and project specifications
- Developed plans and details for the platform passenger loading edge to permit construction and future maintenance during on-going BNSF freight operations.
- Partnered with MnDOT, Metro Transit, and other project leadership to develop unique bid documents and front end materials from multi-agency standard procurement materials.

Preliminary Engineering for the Blue Line LRT Stations (Barrio Logan to San Ysidro) – San Diego, CA - Design Manager. The San Diego Association of Governments (SANDAG) and Metropolitan Transit System (MTS) are implementing the largest transit program in San Diego's history—the \$698 million trolley renewal project, which will allow MTS to implement low floor LRT service on the Blue and Orange Lines and completing low floor improvements on the 53.5-mile system. The project includes a purchase of 57 ultra-short (82 feet) S70 low floor vehicles; major rehabilitation work on the Blue Line corridor including upgrades and reconstruction of the overhead contact system, substations, track work, train signaling, and fiber-optic communications; and upgrades to the Blue and Orange Line stations to accommodate 8-inch-high curb platforms required for low floor vehicle service.

KEY TASKS PERFORMED/COMPLETED ON PROJECT

- Oversaw and managed preparation of the final design plans and specifications for each of the 12 stations including coordination of all discipline leads
- Led design confirmation meetings with key stakeholders that included detailed visualizations of key station areas to lead the transition from preliminary engineering to final design
- Helped lead extensive field observations and developed implementation strategies and bid documents to replace the over 11 miles of existing 90 lb. rail along the Blue Line
- Led a design sequencing approach in which the design development was staged in three, 4-station packages, each package having increased station site complexity. The sequencing allowed for a more efficient use of the project team resources and provided reviewers multiple opportunities to review the design elements in detail.
- Coordinated the development of construction phasing plans that will enable each station to be reconstructed during on-going trolley LRT operations
- Managed design teams in located in four different Kimley-Horn offices. Managed field investigation and design work performed by OCS, Signals, Geotechnical, and Survey sub-consultants.
- Spent five months full time in San Diego (2010), Half time in San Diego for 2011-2012.

Bottineau Transitway Draft Environmental Impact Statement and Related Transitway Development Efforts – Hennepin County, MN - Project Engineer. The Hennepin County Regional Railroad Authority retained Kimley-Horn to lead the Bottineau Transitway through the NEPA/MEPA process by completing a draft environmental impact statement (DEIS) for this 20-mile-long corridor. This phase will take the most promising alternatives from the alternatives analysis (AA) process (bus rapid transit and light rail transit) along several alignments to gain consensus that results in the selection of a locally preferred alternative that the community can embrace. The project is being conducted to meet the Federal Transit Administration's guidelines for a federally-funded New Starts project. Kimley-Horn is the prime consultant on this phase and our work includes both environmental documentation as well as conceptual engineering to identify the challenges and opportunities for implementation of the project in the corridor. Specifically, Kimley-Horn is leading the environmental process and documentation, conceptual engineering, transit planning and engineering, cost estimating, land use planning, public involvement, and traffic analysis tasks.

KEY TASKS PERFORMED/COMPLETED ON PROJECT

- Performed sub-alternative analysis, conceptual engineering, and transit planning and engineering
- Assisted in the coordination of multidisciplinary issues with Hennepin County, MetroTransit, and other stakeholders in support of the selection of a locally-preferred alternative
- Performed QC/QA on technical memorandums (utilities and stormwater) and project cost estimates
- For the Penn Avenue sub-alternative, helped analyze and bring to resolution the project's approach to integration of LRT into the existing street right-of-way sections, identifying impacts to the surrounding roadway network, pedestrian access, and on-street parking

Milwaukee Streetcar Project (Owner's Representative Services), City of Milwaukee, WI – Project Engineer. Kimley-Horn is part of a consultant team hired by the City of Milwaukee Department of Public Works (DPW) to perform Owner's Representative services on the Milwaukee Streetcar Project. The project will implement a starter streetcar system with modern vehicle technology that circulates people around downtown Milwaukee, links downtown destinations, activity centers and neighborhoods and supports planned development. As a key partner on the Owner's Representative team, Kimley-Horn's role has been to provide streetcar and transit systems expertise, FTA Project implementation oversight, plan and specification reviews, and utility relocation coordination.

KEY TASKS PERFORMED/COMPLETED ON PROJECT

- Providing assistance in the evaluation of design documents, schedules and budgets.
- Leading utility coordination guideline preparation.



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BOARD OF DIRECTOR APPLICATION

Name: Kelsey Luers

Address: 3540 Humboldt Ave S #2

City: Minneapolis **State:** MN **Zip:** 55408

Phone (Home): N/A (see cell phone) **Phone (Cell):** 402-239-1041

Phone (Work): 612-376-4657 **FAX:** 612-376-4850

How did you first learn about Clare Housing?

I learned about Clare Housing in 2010 through Nancy Lee, who was serving as the board chair at that time. She contacted me when the finance committee was looking for a new community member and I was looking to get involved with a nonprofit in a governance capacity. I joined and have sat on the finance committee ever since.

What is your interest in serving on the Board of Directors?

It has been a joy to learn about Clare Housing over the past few years and I was thrilled to learn about the opportunity to learn more about the full operations of the organization, how it is planning to fulfill its strategic plan, and to be a part of guiding the way Clare Housing fulfills its mission over the upcoming years.

In what areas might you contribute to the Board?

My professional background is in nonprofit accounting and finance. I currently work as a financial and operational consultant with many types of nonprofits; through this work I have the opportunity to learn common and upcoming practices among local and national nonprofits. On the finance committee, some of the work I have done professionally has bled over nicely into things Clare Housing is wanting to pursue, and I see that being a trend moving forward.

Time commitment – Board members are asked to prepare for and attend monthly Board meeting, an annual day-long retreat, and participate in the sustainable fundraising program. Describe any difficulties you may have in making this commitment.

I am aware of, and will dedicate myself to meeting, the time commitments asked of board members of Clare Housing. Though I do travel at times for work, I am confident that via technology, prior preparation, etc. There will not be any barriers to my involvement based on this schedule.

Please list additional Professional Association/Volunteer Involvement/Boards/etc.

- Cradle of Hope – Board Secretary
- Big Brothers Big Sisters – Big Sister
- Fourth Generation Fund – Member
- Basilica of St. Mary - Just Faith and other social justice volunteering/organizing
- AICPA- Member

Please write a 3 – 6 sentence “mini-bio.” It will be included in the Board roster that goes to staff and Board and be used on Clare Housing’s website. You might include current position and employer, past employers, community involvement, family, places you’ve lived.

Kelsey Luers works at CliftonLarsonAllen as a senior nonprofit consultant. Kelsey has a background in public accounting and leverages these skills to assist clients in financial reporting and health assessments, budget analysis, governance, and operational efficiency assessments. Kelsey is actively involved with Big Brothers Big Sisters of the Twin Cities and volunteers at the Basilica of St. Mary. She also currently resides on the Clare Housing finance committee and is the board secretary for Cradle of Hope. Kelsey holds a B.S. in accounting from Northwest Missouri State University, an M.B.A. with a nonprofit-emphasis from the University of St. Thomas, and is a Certified Public Accountant. Though originally from Beatrice Nebraska, Kelsey has called Minneapolis home for the past three years.

Please attach a current resume.

Kelsey T. Luers

3540 Humboldt Ave. S #2 Minneapolis, MN 55408
402-239-1041

Email: kelsey.luers@cliftonlarsenallen.com

EDUCATION:

University of St. Thomas

Opus College of Business

Masters of Business Administration – May 2011

- President, MBA Student Association
- Case Competition National Champion: Ethics Officers Association & Net Impact

Minneapolis, MN

3.96 GPA

Northwest Missouri State University

Bachelor of Science in Accounting – December 2008

Finance major; Political Science minor

Maryville, MO

4.0 GPA

EXPERIENCE:

CliftonLarsonAllen

Senior Consultant

Minneapolis, MN

November 2012 – Present

Perform work with nonprofit organizations to bring industry expertise from our nationwide firm to help our clients in the following areas:

- Improving clarity and accuracy of financial reporting to better inform board and managerial decisions
- Reorganizing finance and operational departments for increased productivity, autonomy, and efficiency
- Providing research and proven practices to challenge the status quo and revitalize nonprofit operations
- Performing financial analysis and benchmarking to highlight or support key issues and trending concerns

Consultant & Auditor

August 2011 – November 2012

- Conducted market research on Minnesota education philanthropy to inform and garner support for future collaboration, planning, and addressing the achievement gap
- Performed financial audits of nonprofit organizations to ensure accurate and complete financial reporting
- Created cost allocation methodology and reporting for three arts and culture organizations to accurately depict the full cost of each programmatic function
- Facilitated strategic planning process for national foundations
- Evaluated the organizational structure of a \$50 million tribe and facilitated transition to a structure that allowed for increased autonomy without compromising accountability

PriceWaterhouseCoopers

Audit Intern

Kansas City, MO

January 2009 – May 2009

- Audited cash, accounts payable, payroll, and operating expenses of a publicly held international technology and investment corporation
- Communicated with managers and executives to effectively complete year-end financial statement, 404 and controls audits

Federal Reserve Bank of Kansas City

Analyst Intern

Kansas City, MO

June 2008 – August 2008

- Developed, coordinated, administered, and compiled results of 300+ consumer satisfaction surveys sent weekly and presented to supervisors and team for group analysis
- Created Federal Reserve Consumer Help QuickPlace Site available to all districts for effective communication and data access and retention
- Analyzed and interpreted data compilations in order include relevant data in the nationwide Integrated Voice Response system implementation project for Federal Reserve Consumer Help

COMMUNITY INVOLVEMENT:

- Board Secretary, Cradle of Hope
- Finance Committee Community Member, Clare Housing
- Big Sister, Big Brothers Big Sisters
- Member, Fourth Generation Fund
- Volunteer, Basilica of St. Mary Social Justice Initiatives

**Resolution
of the
Board of Directors
of
Clare Housing**

WE HEREBY CERTIFY that we are the duly elected President of the Board and Secretary, keeper of the records and corporate seal of Clare Housing, a Minnesota nonprofit corporation (the "Corporation"), that the following is a true and correct copy of the Resolutions duly and unanimously adopted at a meeting of the Board of Directors of the Corporation on November 13, 2012, all of the Directors being present and constituting a quorum for the transaction of business; further, that the meeting was called in compliance with all applicable laws and the bylaw requirements of the Corporation, that the Resolutions do not conflict with any bylaws of the Corporation; that the Resolutions have not been in any way altered, amended or repealed and are in full force and effect, unrevoked and unrescinded as of this date, and have been entered upon the regular Minute Book of the Corporation as of this date; and that the Board of Directors of the Corporation has, and at the time of adoption of the Resolution had, full power and lawful authority to adopt the Resolutions and to confer the powers thereby granted on the officers named therein who have full power and lawful authority to exercise the same.

WHEREAS, on this 13th day of November, 2012, there has been presented to the meeting of the Board of Directors of the Corporation a proposal for the Corporation to receive a Housing Trust Fund Program Sponsor-Based Rental Assistance Grant (the "Grant") from the Minnesota Housing Finance Agency, a public body corporate and politic of the State of Minnesota, 400 Sibley Street, Suite 300, St. Paul, Minnesota 55101 (the "Agency"), of a sum not to exceed one hundred and sixty-two thousand dollars and No/100 cents (\$162,000), the terms and receipt of which will be evidenced by a Grant Agreement between the Corporation and the Agency.

NOW THEREFORE, be it resolved by the Board of Directors of the Corporation that the Corporation is authorized to establish and administer a sponsor-based rental assistance program; and

BE IT FURTHER RESOLVED that Lee Lewis, the Executive Director of the Corporation is authorized on behalf of the Corporation at any time hereafter and without further action by or authority of direction from the Board of Directors of the Corporation, to execute and deliver to the Agency, in the forms required by the Agency, the Grant Agreement and all other agreements, instruments, certificates and documents required by the Agency, and to do or cause to be done all other acts and things that the Officers may determine to be necessary or advisable under or in connection with the Grant, and that the execution by the Officers of any

agreement, instrument, certificate or document, or the doing of any such act or thing, shall be conclusive evidence of their determination in that respect; and

BE IT FURTHER RESOLVED, that the Agency is authorized to rely on the continuing force and effect of these Resolutions until receipt by the Commissioner of the Agency at its principal office of notice in writing from the Corporation of any amendments or alterations thereto.

Approved and adopted by the board of directors at its meeting on November 13, 2012.

Chuck Peterson, President
Clare Housing

Jeffery Flynn, Secretary
Clare Housing

September 2012 Financial Notes

September is really a "Good News-Bad News" sort of month.

We are \$14,000 over budget for payroll for the month. Most of that can be explained by the following:

- 1) September is a 3 payroll month, and the last month of budgeted payroll for Clare House. There's a 3rd payroll in the month (we budgeted 2), so the total for that is **\$6,000**
- 2) The budget calls for Grace 2 and Damiano to be staffed by one person on the overnights. They are not. There's another **\$3,000**
- 3) Labor Day-we don't specifically budget for holidays, but let them average out over the year. So, 7 locations at 12\$ shift X24 hrs, call it **\$2,000**

We do plan to convert Agape Dos to overnight asleep in the next month or two, so there will be some savings, but the inability to institute overnight monitoring will mean that payroll will be over budget for the foreseeable future.

While we are on the bad news part, we are **\$10,000** short on CADI-the simplest answer is that we have emptied two beds at Clare House. There's way more ins and outs to the number, but that's the gist of it.

Thus concludes the bad news. The good news is really good.

- 1) The Bremer grant has been accrued at \$50,000, which is **\$30,000** more than we budgeted.
- 2) The Red Ribbon Ride is **\$6,000** to the good, most likely due to it being the 10th anniversary of the ride. And I'm guessing there is just a wee bit more to come.
- 3) All other expense categories are under budget to the extent that even with the payroll overage, we are \$10,000 under budget on the expense side of the budget.
- 4) One other thought that holds promise-when we planned to close Clare House, we didn't plan on moving the displaced residents into assisted living. As is it currently occupied, the assisted living program could generate \$61,000/month (budget \$57,500) for the rest of the year. And I think Michele is still looking for another client or two for Midtown

Bottom Line-we've lost \$26,000 less than we budgeted YTD. Not bad, but should be better. The payroll trend remains a concern.

I'm dispensing with the subsidy worksheet and the restricted income statement for reasons stated last month. Rest assured that October financials WILL feature the return of restricted income.

Clare Housing
Balance Sheet
October 31,2012

	October 31,2012	June 30,2012
ASSETS		
Current Assets		
Petty Cash	\$522.78	\$522.78
Checking - Bremer Bank	\$30,294.44	10,094.80
Bremer Money Market	\$173,631.46	248,414.15
Money Market - Bremer	\$194,074.74	248,852.92
Money Market - Bremer	\$250,168.63	0.00
Investment-USB	\$0.00	116,501.84
	-----	-----
Cash Investments	\$648,692.05	624,386.49
	-----	-----
Accounts Receivable	\$20,921.54	36,633.29
Accounts Receivable	\$175,084.94	177,419.94
	-----	-----
Accounts Receivable	\$196,006.48	214,053.23
	-----	-----
Pledges Receivable - General Fund	\$205,650.81	139,774.80
Pledges Receivable - Capital Campaign	\$425.00	700.00
	-----	-----
Contributions Receivable	\$206,075.81	140,474.80
	-----	-----
Grants Receivable	\$26,085.00	29,730.00
Resident Reimbursements	\$933.33	2,555.00
	-----	-----
Total Pass Through	\$933.33	2,555.00
	-----	-----
Accrued Interest Receivable		
Due From Limited Partnership-Clare Apts	\$87,514.25	147,719.25
Due From Limited Partnership-Clare Hiawatha	\$0.00	40,000.00
Prepaid Expenses	\$59,678.53	50,243.36
Lease Deposits	\$7,518.77	7,013.77
	-----	-----
Total Other Current Assts	\$154,711.55	244,976.38
	-----	-----
Total Current Assets	\$1,232,504.22	1,256,175.90
	-----	-----
Fixed Assets		
Buildings-Office Space	\$527,171.53	527,171.53
Buildings-Homes	\$1,520,871.28	1,514,755.28
Accum Depr-Buildings	(\$427,093.45)	(407,893.45)
Bldg Improvements	\$460,391.52	460,391.52
Accu Depr-Bldg Improvements	(\$155,611.84)	(151,611.84)
Furniture and Equipment	\$245,868.88	245,868.88
Accum Depr Furn & Equipment	(\$206,546.59)	(198,546.59)
Land	\$126,100.00	126,100.00
Land Improvements	\$46,729.18	36,234.18
Accum Depr-Land Improvements	(\$26,216.67)	(25,416.67)
	-----	-----
Total Fixed Assets	\$2,111,663.84	2,127,052.84
	-----	-----
Other Assets		
Investment in Limited Partnership-Clare Apts	\$74,650.00	74,650.00
Investment in Limited Partnership-Clare Midtown	\$30,000.00	30,000.00
Development in Progress	\$52,380.10	50,800.10

Accrued Interest Receivable	\$164,991.00	164,991.00
HOPWA Note Receivable	\$850,000.00	850,000.00
SHP Note Receivable	\$400,000.00	400,000.00
FHLP Note Receivable	\$146,970.00	146,970.00
Total Other Assets	\$1,718,991.10	1,717,411.10

Total Assets	\$5,069,205.22	\$5,100,639.84
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LIABILITIES & EQUITY

Current Liabilities		
Accounts Payable	\$20,308.81	29,423.85
Other Current Liabilities		
Unpresented Checks	\$380.20	380.20
Accrual Payroll Liabilities	\$15.01	3,059.85
Accrued Payroll	\$109,602.72	35,812.19
Accrued Time Off Payable	\$78,773.46	78,773.46
Total Other Current Liabilities	\$188,771.39	118,025.70

Accrued Expenses		
Accrued Expenses	\$7,736.08	1,655.44
Accrued Interest Payable	\$7,236.16	7,236.16
Total Accrued Expenses	\$14,972.24	8,891.60
Total Current Liabilities	\$219,852.44	152,141.15

Long Term Liabilities		
Notes Payable - CPED	\$60,000.00	60,000.00
HOPWA Deferred Revenue	\$850,000.00	850,000.00
SHP Deferred Revenue	\$400,000.00	400,000.00
FHLB Deferred Revenue	\$146,970.00	146,970.00
Deferred Revenue-Other	\$1,000.00	1,000.00
Deferred Grants	\$36,000.00	36,000.00
Total Long Term Liabilities	\$1,493,970.00	1,493,970.00

Total Liabilities	\$1,627,820.38	1,646,111.15
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EQUITY

Unrestricted Net Assets	\$2,819,359.01	2,786,252.86
Net Assets - Board Designated	\$100,000.00	100,000.00
Temporarily Restricted Net Assets	\$530,969.68	530,969.68
Net Income	(\$33,739.60)	0.00
Total Equity	\$3,416,589.09	3,450,328.69

Total Liabilities & Equity	\$5,069,205.22	\$5,100,639.84
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Clare
Income Statement
Summary of All Units
For the Three Months Ending September 30, 2012

	September	Monthly Budget	Variance	YTD	Year to Date Budget	Variance	Annual Budget
Income							
CADI Income	143,632	153,545	-9,913	447,986	463,977	-15,991	1,741,038
Room & Board	16,473	16,245	228	51,108	48,734	2,374	165,682
Tenant Portion-Cornerstone	3,000	3,191	-191	9,020	9,574	-554	38,296
Total Program Income	163,105	172,981	-9,876	508,114	522,285	-14,171	1,945,016
Grants/Contracts							
Foundation/Corporate Grants	50,000	20,000	30,000	50,000	22,000	28,000	75,000
HOPWA	18,090	15,163	2,927	45,738	45,489	249	187,960
MHFA Income	12,028	12,752	-724	37,503	38,256	-753	153,024
Total Grants/Contracts	80,118	47,915	32,203	133,241	105,745	27,496	415,984
Contributions							
Individual Gifts	10,000	8,333	1,667	21,819	25,000	-3,181	250,000
Total Contributions	10,000	8,333	1,667	21,819	25,000	-3,181	250,000
Events							
Minnesota Aids Ride	31,000	25,000	6,000	31,000	25,000	6,000	25,000
Total Events	31,000	25,000	6,000	31,000	25,000	6,000	25,000
Other							
Partnership Management Fee	0	0	0	0	0	0	14,928
Interest Income	148	125	23	301	375	-74	1,500
Other Income	0	0	0	814	0	814	201,500
Total Other	148	125	23	1,115	375	740	217,928

Total Income	284,371	254,354	30,017	695,289	678,405	16,884	2,853,928
Expenses							
Salaries and Benefits							
Salaries Expense	203,994	190,310	13,684	474,494	455,074	19,420	1,581,711
FICA Expense	15,060	10,045	5,015	33,826	30,300	3,526	121,001
Unemployment Tax	1,120	799	321	3,359	2,398	961	9,594
Health & Dental Insurance	14,563	14,422	141	44,025	43,501	524	173,720
Long/Short Term Disability Ins	1,114	946	168	3,043	2,855	188	11,400
Pension	3,542	2,902	640	7,981	8,754	-773	34,972
Employee Recognition	0	0	0	-30	0	-30	2,500
Total Salaries and Benefits	239,393	219,424	19,969	566,698	542,882	23,816	1,934,898
Program Expense							
Food	5,846	8,534	-2,688	19,687	25,602	-5,915	92,508
Household Supplies	650	875	-225	3,633	2,625	1,008	9,375
Medical Supplies	391	1,111	-720	2,042	3,333	-1,291	12,432
Activities	103	1,050	-947	737	3,150	-2,413	12,150
Resident Transportation	1,083	550	533	1,712	1,650	62	6,150
Substitute Caregivers	410	1,386	-976	1,890	4,158	-2,268	14,652
Other Program Expense	799	1,125	-326	2,113	3,375	-1,262	12,600
Total Program Expense	9,282	14,631	-5,349	31,814	43,893	-12,079	159,867
General & Office Expense							
Fundraising Supplies	13,005	14,000	-995	16,025	15,000	1,025	25,000
Dues & Subscriptions	1,400	0	1,400	7,600	6,500	1,100	6,500
Office Supplies	416	1,335	-919	1,114	4,005	-2,891	15,120
Meeting Expense	951	510	441	1,349	1,530	-181	6,120
Postage/Shipping	94	333	-239	595	1,000	-405	4,000
Advertising/Recruiting	100	167	-67	800	500	300	2,000
Printing & Copying	0	417	-417	347	1,250	-903	5,000
Publications	490	833	-343	1,189	2,500	-1,311	10,000
Workshops & Conferences	1,240	1,300	-60	3,599	3,000	599	30,200
Public Relations	1,032	1,000	32	2,047	3,000	-953	12,000
Travel	1,224	168	1,056	2,541	504	2,037	12,199
Auto Expense	1,371	625	746	1,789	825	964	1,725
Equipment Rental	843	375	468	1,707	1,125	582	4,500
Payroll Service	5,846	5,834	12	17,294	17,501	-207	70,000

IT Support Maintenance	2,696	3,000	-304	8,158	9,000	-842	35,550
Web Site Services	506	167	339	541	500	41	2,000
Accounting Fees	0	0	0	0	0	0	11,500
Legal Fees	0	250	-250	0	750	-750	3,000
Miscellaneous Consulting	213	6,500	-6,287	2,415	19,499	-17,084	78,000
Licenses & Permits	0	0	0	3,519	2,000	1,519	4,000
Bank Charges	164	150	14	569	450	119	3,300
Miscellaneous Expense	870	150	720	1,646	450	1,196	1,800

Total Gen & Office Expense	32,461	37,114	-4,653	74,844	90,889	-16,045	343,514
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Facilities Expense							
Electricity	4,708	2,550	2,158	10,554	7,650	2,904	28,600
Natural gas	364	1,000	-636	1,089	3,000	-1,911	10,400
Water/Sewer	1,189	730	459	2,643	2,190	453	8,160
Telephone	2,632	2,710	-78	9,044	8,130	914	30,064
Cable TV	84	490	-406	1,457	1,470	-13	5,200
Small Equipment	2,027	575	1,452	2,827	1,725	1,102	6,100
Apartment Leases	13,747	14,675	-928	42,777	44,025	-1,248	176,100
Damage Claims	0	250	-250	150	750	-600	3,000
Equipment Repairs	0	0	0	443	0	443	0
Building Repairs	0	1,250	-1,250	0	3,750	-3,750	13,000
Building Maintenance	6,128	3,000	3,128	11,604	9,000	2,604	31,200
Property/Liability Insurance	2,419	3,416	-997	6,381	10,248	-3,867	41,000
D&O Liability Insurance	0	200	-200	190	600	-410	2,400
Work Comp Insurance	2,640	2,657	-17	7,921	8,013	-92	32,000
Property Taxes/Assessments	0	300	-300	0	300	-300	1,925
Depreciation Expense	8,000	8,550	-550	24,000	25,650	-1,650	93,800

Total Facilities Expense	43,938	42,353	1,585	121,080	126,501	-5,421	482,949
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Total Expense	325,074	313,522	11,552	794,436	804,165	-9,729	2,921,228
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Net Income	-40,703	-59,168	18,465	-99,147	-125,760	26,613	-67,300
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