

# ***ALL PARKS ALLIANCE FOR CHANGE***



***35<sup>th</sup> Anniversary  
Commemorative Book***

Congratulations to APAC on 30 years  
of leadership and advocacy on behalf  
of manufactured home community residents



Since 2005, CFED has built the nonprofit manufactured housing field through the I'M HOME (Innovations in Manufactured Homes) initiative, which has been designed to unlock the potential of high-quality manufactured housing as a key source of affordable and appreciating housing. The mission of I'M HOME is to ensure that families who purchase manufactured homes reap benefits from the homeownership experience comparable to those enjoyed by buyers of traditional, site-built homes.

Welcome to All Park's Alliance for Change's 35<sup>th</sup> Anniversary  
celebration and program!

Dear friends and supporters,

**35 years ago**, Minnesota was a completely different landscape for manufactured home park residents. Written leases were not guaranteed, residents could be evicted without cause, there was no protection against retaliation, residents faced the possibility of monthly rent increases of any amount, and, in the event of a park closure, residents could be asked to abandon their homes without compensation! To make matters worse, people who lived in manufactured home parks didn't have the legal right to speak out in their own communities.

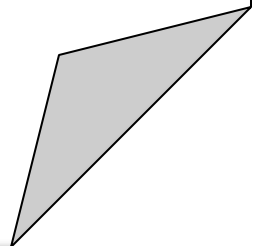
**Today**, thanks to the tireless efforts of many residents, allies, and APAC staff, a great deal has happened to protect the rights and dignity of Minnesota's park residents: residents are now entitled to leases with reasonable rules, limited rent increases, and eviction only for just cause. Residents have the right to speak out and organize in their communities, and they are guaranteed nine-month's notice in the event of a park closure. If a park is facing a potential closure, residents are now given fair relocation compensation, and the right to prevent sale for redevelopment by matching the offer.

Compared to the early 1980s, 2016 is a much better time to be a resident of a manufactured home park in Minnesota, but there's still plenty of work to be done to protect and preserve manufactured home communities. Thank you for joining us this evening, and thanks to all who have supported All Parks Alliance for Change these past 35 years. We hope you enjoy this celebration of our time as an organization.

Sincerely,

Dave Anderson  
*Executive Director (outgoing)*

Gary Babcock  
*Board President*





## STATE of MINNESOTA

# Proclamation

- WHEREAS: There are over 900 manufactured home park communities in Minnesota providing a place for nearly one out of every 20 households in the state; and
- WHEREAS: More than 180,000 Minnesotans call manufactured housing in a park community their home; and
- WHEREAS: Manufactured home park residents, recognizing the need to speak out with a unified voice on issues important to them, formed All Parks Alliance for Change (APAC), originally focused on Anoka County in 1980 as a vehicle for them to express their needs and concerns in their parks and in the larger community; and
- WHEREAS: APAC grew over the years in scope and size, first expanding in 1989 to represent park residents throughout the seven county metro area and, in 1994, expanding its focus to residents throughout the entire state; and
- WHEREAS: APAC works with residents to stand up for their individual legal rights, organize with their neighbors to solve problems in their communities, and advocate for change at city halls and the State Capitol; and
- WHEREAS: The work of APAC and residents has resulted in generations of informed and engaged citizens, safer and more stable park neighborhoods, and a wide range of resident legal rights and protections; and
- WHEREAS: APAC is celebrating its 35<sup>th</sup> anniversary in the City of St. Paul on October 22, 2016.

NOW, THEREFORE, I, MARK DAYTON, Governor of Minnesota, do hereby proclaim Saturday, October 22, 2016, as:

## ALL PARKS ALLIANCE FOR CHANGE DAY

in the State of Minnesota.



*Steve Pimon*

SECRETARY OF STATE

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Minnesota to be affixed at the State Capitol this 12<sup>th</sup> day of October.

*Mark Dayton*  
GOVERNOR

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# *35<sup>th</sup> Anniversary – Program Schedule*

- **5:00 – Registration, Socializing and Silent Auction**

Bar opens (coffee, iced tea and water available at tables)  
Silent auction bidding begins

- **5:30 – Welcome to Guests & Dinner Begins**

Event host welcomes everyone, reviews schedule and opening remarks  
Dinner served buffet style by table number

- **6:00 – Formal Program Continues**

Speakers  
Governor's Proclamation  
APAC Highlights over 35 Years  
APAC Strategic Plan for 2016 to 2019  
Moment of Remembrance for Park Communities and Resident Homes Lost  
Recognition Awards  
Calls to Action

- **6:30 – Entertainment, Socializing and Silent Auction**

Anniversary Cake  
Raffle and Silent Auction – Winners and prizes announced

- **7:00 – Event Ends and Guest Departure**



## *APAC Mission and Background*



All Parks Alliance for Change is the statewide organization for Minnesota's 180,000 manufactured home park residents. As the only organization in the state focused on manufactured housing, APAC is critical to providing an effective voice for manufactured home owners to express their needs and concerns in their parks and in the larger community. Through education, grassroots organizing, and leadership development, APAC works to improve the quality of life in park neighborhoods, to protect the rights of park residents, to advance public policy change that supports safe, affordable, dignified, and stable park communities, and to preserve these vital units of affordable housing.

Originally known as the Anoka People's Alliance for Change, APAC was founded in 1980 by a group of park residents from the city of Blaine, who worked to eliminate no-cause evictions, and to create new storm shelter standards. These efforts eventually lead to the establishment of a special section of state law for manufactured home parks (Minnesota Statute 327C), providing numerous resident rights and protections. During the 1980s, APAC gradually expanded its focus beyond Anoka County to park residents across the seven-county metro area. In 1989, the organization changed its name to "All Parks Alliance for Change," and in 1994, expanded its focus statewide.

Since 1982, APAC built up a special section of state law for manufactured home parks, including the creation of the Manufactured Home Relocation Trust Fund in 2007 and nearly doubling those benefits in 2016, manufactured home lending protections, preservation of home owner eligibility for the rent credit refund, and, for the first time, eligibility for relocation compensation through the Right-of-Way Acquisition Fund (RALF) when road projects take their homes. Since 1987, APAC has organized with park residents to pass local ordinances in 22 cities (from Rochester to Bloomington to Brainerd), including those to guarantee relocation compensation in the event of a park closing. Since 1991, APAC has worked to preserve communities first by forming the Northstar State Community Land Trust and, in 2002, partnering with Northcountry Cooperative Foundation, which has resulted in eight park cooperatives, with others in development. In 2006, APAC worked with the Northwest Area Foundation, Housing Preservation Project, and Twin Cities Public Television to increase public awareness of the threats to parks through the Emmy-nominated documentary, "American Dream Under Fire: Manufactured Home Park Residents Fight to Hold Ground."

APAC's work has been recognized on a number of occasions. In 1989, APAC received a Certificate of Commendation from Governor Rudy Perpich for "outstanding service" to our community. In 1993, the organization received the Nonprofit Mission Award from the Minnesota Council of Nonprofits. In the mid-1990s, APAC was the recipient of the Leo C. Byrne Social Justice Award, given by the Christian Sharing Fund for success in "achieving dignity for people." In 2002, APAC received an award of recognition from the Otto Bremer Foundation for our "community contributions." In 2006, APAC's work "to improve the quality of life in park neighborhoods, to protect their rights, to advance changes that support safe, affordable, and stable park communities, and to preserve these vital units of affordable housing" was recognized by Gov. Tim Pawlenty in a proclamation declaring September 24-30 "Manufactured Home Park Week." In 2007, APAC was honored by the Headwaters Foundation for Justice with the "Allies for Justice Award." In 2016, Gov. Mark Dayton recognized APAC's 35<sup>th</sup> Anniversary by issuing a proclamation declaring October 22, 2016 to be "All Parks Alliance for Change Day" in Minnesota.

## *Basic Facts about Manufactured Home Parks*

- Manufactured (mobile) home parks are governed by Minnesota Statute 327C and are licensed through the Minnesota Department of Health or the county. There are over 900 licensed parks distributed among nearly all 87 counties in Minnesota.
- There are almost 180,00 individuals currently residing in these parks who are, according to Housing and Urban Development (HUD) guidelines, 80 percent low- to very-low-income.
- Manufactured homes make up 5 percent of all households, with two-thirds on homeowner land and one-third on park land.
- There are more units of affordable housing in manufactured home parks (48,700) than there are HUD subsidized units (36,000) and Rural Development units (12,400) combined.
- Manufactured home parks provide a vital affordable housing option (\$418 mean monthly rent statewide), compared with traditional stick-built homes and apartment units.
- Manufactured homes in parks in Minnesota are 87 percent owner-occupied, thus providing the opportunity for low- to moderate-income home ownership.
- The affordability of park housing and opportunity for home ownership can encourage long-term residency (42 percent of residents have lived in the same unit for 10 or more years) and therefore greater ties to and investment in the community.
- Park are the leading source of independent housing for Latino migrant workers in Southern Minnesota, and Latino residents make up over 90 percent of residents in some parks.
- Residents are in a vulnerable housing situation since they own their homes but not the land, and face a number of threats, including the park being sold or closed, needed improvements not being made, unfair or inconsistently-applied park rules, profit-driven rent increases, and an inability to accumulate equity.
- Manufactured home parks are located on some of the most valuable land for commercial redevelopment and parks are steadily closing, with new parks rarely opening.
- The closure of a park can be financially devastating for the and most often means the loss of their homes and nowhere to move within their means, because their home cannot be moved because of age, moving costs (averaging \$4,500 rural and \$6,500 metro for a single wide), shortage of available lots or parks barring homes over 10 years old (71 percent).
- As many as 1,000 of the estimated 55,000 parks in the United States are now owned by residents through cooperatives, land trusts, or nonprofit purchases, including more than 20 percent of all parks in New Hampshire. Since 2004, Minnesota has gained its first park cooperatives, Sunrise Villa in Cannon Falls, Paul Revere in Lexington, Bennett in Moorhead, Madelia Mobile Village in Madelia, Park Plaza in Fridley, Stonegate in Lindstrom, and Five Lakes in Fairmont.





# *Risk of Park Closings*



Manufactured home parks are a vital source of affordable housing. Many people can literally not afford to live anywhere else if their park closes, or if they are evicted. Many families who live in parks are very-low-income and working poor, including single parents and seniors living off a fixed income. In addition, there is a growing number of recent immigrants, particularly Latinos, living in both rural and metro parks in Minnesota.

Park residents have an unusual rental situation: in most cases, they own the roof above them but rent the ground below them. Thus, the closure of a manufactured home park neighborhood has a devastating impact on the households affected. The closure of a park also affects the greater community, when local shelters and transitional facilities are already booked. As property values continue to rise, these pockets of affordable housing become more vulnerable to development.

Owners of traditional, stick-built homes are fully compensated when new development forces them to abandon their homes, but residents of parks are not. The closure of a park can be financially devastating for residents and most often means the loss of their homes and now where to move within their means, because their home cannot be moved because of age, moving costs (averaging \$4,500 rural and \$6,500 metro for a single wide), shortage of available lots or parks barring homes over 10 years old (which is 71 percent of homes).

## Your Rights in a Park Closing

Notice must be given a minimum of nine months before the closure or conversion to another use of all or a portion of a park. The park owner must prepare a closure statement and provide a copy to a resident of each household clearly stating that the park is closing, the availability of replacement housing, the probable relocation costs, the right of first refusal to match the sale price, and possible eligibility for the MN Manufactured Home Relocation Trust Fund. The local municipality must hold a public hearing at least 60 days before the park closes.

## MN Manufactured Home Relocation Trust Fund

The Trust Fund provides relocation compensation in the event of park closing either for moving costs or, if the home cannot be moved, for a home buy out. The fund also makes park owners responsible for home demolition costs. The fund is supported by contributions from both the park owners at time of closing and the home owners through an annual \$15 fee. In 2016, APAC successfully lobbied for an increase in relocation benefits. Effective August 1, 2016, the maximum benefit for moving a home increases from \$4,000 to \$7,000 for a single-wide home and from \$8,000 to \$12,500 for a double-wide home. If the home cannot be moved, the maximum home buyout changes from \$5,000 to \$8,000 for a single-wide and \$9,000 to \$14,500 for a double-wide. In addition, a minimum home buyout amount is created and is set at \$2,000 for a single-wide home and \$4,000 for a double-wide home.

# APAC Programs

All Parks Alliance for Change is the statewide organization for Minnesota's 180,000 manufactured (mobile) home park residents. As the only organization of its kind in the state, APAC is critical to providing an effective voice for manufactured home owners to express their needs and concerns in their parks and in the larger community. Located in St. Paul, APAC serves as a tenant's union for park residents throughout Minnesota. The organization's programs include tenant advocacy, community organizing, housing preservation, and state policy.



*A resident meeting*

APAC has several unique programs for park residents to utilize:

- **Tenant Hotline and Advocacy:** through our statewide, toll-free tenant hotline (866-361-APAC), 500 residents call each year about a wide variety of other issues and receive information, advice, and referrals in both English and Spanish.
- **Resident Education:** In English and Spanish, APAC runs a statewide, toll-free hotline, conducts education workshops, and produces consumer guides.
- **Leadership Development:** APAC forms community-based resident associations, conducts community-based and statewide leadership trainings, and recruit leaders to serve on our board of directors.
- **Community Organizing:** APAC works with homeowners to ensure that they are aware of and able to successfully stand up for their legal rights.
- **Tenant Advocacy:** APAC works with homeowners to ensure that they are aware of and able to successfully stand up for their legal rights.
- **Community Preservation:** APAC works with homeowners in parks at-risk for redevelopment to preserve their communities through a nonprofit developer or a resident-owned cooperative.
- **Racial Justice:** APAC has documented and is responding to enormous disparities in treatment based on race, including differential treatment and conditions, residency denial, steering, and park closings.
- **Public Policy Work:** APAC conducts policy research and analysis, prepares policy reports, drafts legislation, and conducts direct and grassroots lobbying to promote local and state policy change, as well as serving as a watchdog for residents for residents at the State Capitol.

# *APAC Strategic Plan Goals*

The problems facing manufactured home park residents manifest themselves on an individual, household, or community level, but in reality, they are universal in scope and systemic in nature. APAC is often very successful in building and exercising power to resolve these issues in the short-term and at a local scale, but that does little to keep the problems from manifesting another time at another location. The community organizing and leadership development spanned by the number and geographic range of these short-term campaigns would represent enormous statewide power if this momentum could be retained and redirected towards statewide change.



APAC taking part in the 2016 legislative session

APAC is uniquely poised to assume a strong leadership role for park residents in order to bring a more permanent resolution to these problems, and has developed this strategic plan to that end:

## **Goal #1- 100% of Residents are Aware of Their Legal Rights and Responsibilities**

A significant portion of APAC's time and resources currently goes to ensuring that individual residents and park communities are informed about their legal rights and responsibilities and an appropriate method is identified to avoid or resolve each dispute. APAC spends much of its time providing technical assistance to individual residents rather than organizing assistance to communities. Increased awareness and easier resolution of disputes is foundational to all the other goals in this plan. It decreases the need for technical assistance (residents already know and can act on their rights) while it increases the desire for community organizing (residents know when their broader interests are not being respected and collective action is required).

## **Goal #2- 100% of Organized Park Communities Remain Engaged with APAC**

The portion of APAC's time and resources that currently goes to support for community organizing is often very successful in building and exercising power to resolve issues. However, the issues that get resolved are often those that are short-term and effecting an individual park or a small cluster of parks in an individual city. This approach does little to keep the problems from manifesting at another time or in another location, since these are often just local manifestations of problems that are universal in scope and systemic in nature. In addition, the commitment to organizing and continued partnership with APAC often diminishes over time once the initial issue is resolved. APAC will spend time ensuring the organization is providing value to residents, communicating with residents about the value that is provided by sustained participation, and retaining organized communities and transitioning them from their original local, short-term work to statewide, long-term efforts that can produce systemic change.

## **Goal #3- 100% of State and Local Public Policies Treat Residents as Equal Citizens**

The modern "manufactured home" can trace its originals back to the "travel trailer" of the 1920s. In the 1930s and 1940s, travel trailers became "house trailers" in response to the need for mobile, workforce housing created by the Great Depression and World War II. In the 1950s, the evolution of the house trailer split down two different paths leading to the recreational vehicles (RVs) and the "mobile home" of today (later called "manufactured home" after passage of HUD's construction standards in 1976). Public perception and public policy, however, have not kept up. Park residents are often stigmatized as "trailer trash." This stigma regularly manifests itself in second-class treatment under the law, including lesser protections as renters or home owners, utility customers, tax payers, and citizens of their communities. APAC will document and challenge these policies and push for equal protection



# APAC Strategic Plan Goals

## Goal #4- Active Board that Represents the Diversity of Park Communities

Active residents are the purpose of APAC's work, but active *members* are the means to build power, and most important of all are active *parks*, which is the way to exercise power. This requires overcoming challenges, including park owner opposition, finding interested residents, and sustaining resident interest. APAC needs apostles and the most effective ones are fellow residents; in some ways, this is the most important role APAC board members can play. Board members can increase awareness of APAC and build personal connections. They can offer frequent contacts, a sense of strong shared values, and a clear strong message about APAC's purpose. They can also communicate that APAC offers effective ways for residents to address problems with clear, concrete steps. Given the diversity of park communities, APAC has both the challenge and the potential that comes with this diversity. This diversity is a source of strength, and, if the APAC board can come to reflect this diversity, it can be the start of a virtuous cycle.



## Goal #5- Staff that Supports Community Organizing and Resident Leadership

The portion of APAC's time and resources that goes to organizing is often focused on short-term issues and effect an individual or small cluster of parks. By default, APAC has in the past focused primarily on providing technical assistance to individual residents rather than organizing assistance to communities. APAC has articulated a theory of change to change both how APAC operates as well as how it is perceived by residents. Under the new theory of change, awareness is the first priority because as awareness increases, the need for technical assistance declines, the demand for organizing increases, the capacity for action increases, and the formal and informal power of residents increases. This theory of change will guide creation of the right staff and resident leadership positions, selection of the appropriate people to fill those position, and allocation of their time to the proper activities.



APAC Staff picnic, 2016

## Goal #5- Residents Work Through APAC to Address Common Problems

APAC will establish a process to bring about changes in state law that address common resident problems by developing a resident-led committee to identify common problems and possible solutions. The ability of residents to work effectively through APAC to address common problems is the culmination of all of the other goals. It provides the organization a way to retain organized communities by transitioning them from their original local, short-term work to statewide, long-term efforts that can produce systemic change. It provides a clear, concrete step that active members and active parks can take to exercise their collective power. It allows for frequent contact between parks, emphasizes the values that residents share, and clearly communicates APAC's purpose. It also provides a way to address in a comprehensive way public policies that do not provide residents with equal protection under the law.

## *Resident and Nonprofit Park Ownership*



Paul Revere in Lexington

APAC members often say, “I can’t afford affordable housing.” Targeted as it is towards those at the 30-50% of area median income, manufactured housing provides not only a viable affordable housing option compared with traditional, stick-built homes and apartment units, but also an opportunity for low- and moderate-income homeownership. For the cost of the renting a one-bedroom apartment, many families are able to own a two or three bedroom manufactured home. Many families who live in parks are very low income, working poor, seniors, disabled, and recent immigrants. Many of these families cannot afford to live anywhere else, if their park closes, or if they are evicted.

Manufactured home park residents are in a vulnerable housing situation arising from an arrangement in which they own their homes, but not the underlying land. As a result, they face the threat of a park being sold, or closed, needed park improvements not being made, unfair or inconsistently applied park rules, capricious rent increases, and an inability to accumulate equity. Many families living in parks could literally not afford to live anywhere else if faced with park closure or eviction. The closure of a park leaves the affected homeowners with very few housing options, and in many cases, the loss of their homes. When a park closes, usually just a small fraction of the homes can actually be relocated because there is a shortage of available lots and then only if they are newer and in excellent condition. Most others are faced with the loss of their homes, and nowhere to move within their means.

Preserving manufactured home communities as safe and affordable housing options requires addressing a range of challenges including:

- **Risk of Park Closure:** manufactured home parks were created outside already developed areas along major transportation routes. There is now increasing redevelopment pressures. Parks are particularly vulnerable because they are seen as less expensive to redevelop than other neighborhoods. Many now find themselves targeted for displacement by either private or public projects, including highway expansions. We are working with parks that are at-risk in Arden Hills, Gaylord, Moorhead, Shakopee, Willmar, Winona, and Worthington.
- **Lack of Park Reinvestment:** Opportunities to preserve parks have been frustrated due to the unmanageable expense of years of deferred maintenance. In fact, there are some parks that have been forced to close by the state of Minnesota as a result of unsafe and unhealthy conditions. Action is required in order to ensure that parks remain both livable as well as structurally and financially viable for preservation. The neglect of park utility infrastructure has become a particular problem. Increasingly, park owners, who pass through water utilities to residents, are defaulting on payments due to a combination of leaky pipes and skyrocketing costs. This places the residents at risk of a water shutoff and the entire park at risk for condemnation due to the lack of water service. We are now working with parks experiencing these problems in Blaine, Mora, Redwood Falls, Sauk Rapids, St. Peter, and Stacy
- **Eroding Affordability:** Manufactured housing provides not only a vital affordable housing option compared with traditional, stick-built homes and apartment units, but also an opportunity for low- and moderate-income homeownership. Rising lot rents and high home interest rates are making this option less affordable. In addition, residents do not have access to conventional mortgage financing and must seek a personal property loan. The average interest rate on these loans is 11.8% and one in five borrowers pay over 14%.



## *Resident and Nonprofit Park Ownership*

One preservation option is conversion to resident-ownership through a cooperative, land trust, or nonprofit. There have traditionally been two routes for residents to purchase their parks: first, by making an unsolicited offer to a willing buyer; and second, by exercising their “right of first refusal” provided under state law (Minnesota Statute 327C.095) when a park is being sold for redevelopment. In the cases where a park is just listed for sale, we can help residents to organize and make an unsolicited offer to buy, before it is sold to another private, investor owner. When an owner seeks to sell a park to a developer resulting in the park being closed within a year, residents are given a 45-day “right of first refusal” in which to collectively match the terms and conditions of the developer’s offer. A key piece in making a purchase work through these methods has been identifying prospective parks and educating resident about these purchase options.

APAC has worked with a number of parks that are at-risk to close for redevelopment, including Sunrise Villa (47 units) in Cannon Falls, Paul Revere (156 units) in Lexington, Bennett (116 units) in Moorhead, and Madelia Mobile Home Park (65 units) in Madelia, which have all converted to resident control. As reflected by a front-page article in the Pioneer Press (“It’s a sense of pride,” December 13, 2004) when the first park converted, the strategies and the capacities we have already developed offer the possibility of preserving these increasingly vulnerable pockets of affordable housing. However, as reflected by full-page article on the front-page of the Star Tribune’s metro section (“Mobile- home parks are vanishing,” March 5, 2006) and in the Emmy-nominated documentary, “American Dream Under Fire: Mobile Home Park Residents Fight to Hold Ground,” the risk to these low-income homeowners continues to grow. And, as further detailed by an APAC policy report (“Racial Disparities in Manufactured Home Parks: Latinos’ Experiences in Minnesota,” April 2007), people of color are particularly vulnerable. They are 13 percent of the park population, but 54 percent of those displaced by park closings; with 38 percent being Latino.

APAC is currently evaluating how to strengthen and expand the right of first refusal after challenges residents experienced in attempting to exercise those rights to purchase Tri-County Mobile Home Park in Waite Park in 2015 and Lowry Grove in St. Anthony Village in 2016. In the case of Tri-County, the residents were attempting to prevent their community from being redeveloped into a hotel and conference center with the support of the city, which included \$4.2 million in tax-increment financing. In the case of Lowry Grove, the residents are continuing to fight plans to redevelopment their community into a still unspecified alternative housing use; a plan the city has supported since it identified it as a goal in their 2008 Comprehensive Plan. In the case of Lowry Grove, even with the support of Minnesota Attorney General Lori Swanson, the residents’ effort to buy the park was blocked in court. The U.S. Department of Housing and Urban Development has launched an investigation into this case as a possible violation of the federal Fair Housing Act.

## *Latinx Outreach and Organizing*



The need for APAC's services remains strong, but one factor has changed dramatically how those services need to be delivered: the growth of the Latinx park population. In the 1990 US Census, people of color comprised less than 5 percent of the park population. By 2000, they made up 12 percent of the population in parks with Latinos representing the largest and fastest-growing segment statewide. In some Minnesota parks, over 90 percent of the population is Latinx. In fact, in southwestern Minnesota, Latinos are rapidly approaching half of the park population. According to a survey of recent park closings, however, Latinos also make up 38 percent of those displaced by closures.

The Latino population is not only increasing, but the problems experienced by park residents, including closings, are falling more heavily on those parks with substantial Latino populations. With the assistance of an intern through the Higher Education Consortium for Urban Affairs, APAC produced a report that identified disparities in parks based on race. The report looked at three communities, Bloomington, Melrose, and Shakopee, in which there were one to two predominantly white parks and one to two predominantly Latinx parks. Despite paying comparable or higher rent, the Latinx parks had substantially greater infrastructure problems, dramatically fewer amenities, and a broad range of other problems.

This past year, APAC has worked in many communities with substantial Latinx populations. To accommodate the needs of Burnsville's park residents, who have recently been the target of discriminatory changes to the city code, APAC conducted meetings and legal rights workshops in both English and Spanish. To illustrate the aforementioned point about Latinx park residents being disproportionately displaced by park closures, two metro-area parks with substantial Latinx populations have recently been at risk for closure. Lowry Grove in St. Anthony and Southgate in Bloomington are in the midst of the closure process. In both of these cases, APAC has distributed materials to the parks in both English and Spanish that contain information about residents' rights in the event of a park closure.

## *Resident Associations*

Resident associations are usually the first step in bringing together people in their parks. With an association, residents can have a stronger and more unified voice. The associations are formed to resolve issues with park management, improve living conditions, organize community events and services, and generally develop a stronger community.

A resident association is a legally recognized voice for residents of manufactured home parks. In Minnesota Statute 327C.01 subd. 9a, it is defined as an organization that has the written permission of the owners of at least 51 percent of the manufactured homes in the park to represent them, and which is organized for the purpose of resolving matters relating to living conditions in the park.



The Lowry Grove Resident Association pushed for St. Anthony to make changes to its park closing ordinances.

***The following are some of the manufactured home park communities that APAC is working with now that have or are in the process of organizing resident associations:***

- ***Apple Valley Estates (Apple Valley)***
  - ***Arden Manor (Arden Hills)***
  - ***Southgate (Bloomington)***
- ***Rambush Estates (Burnsville)***
- ***Creekside Estates (Coon Rapids)***
- ***Skyline Village (Inver Grove Heights)***
- ***Beaver Lake Estates (Maplewood)***
  - ***Rolling Hills (Maplewood)***
- ***Mounds View MHP (Mounds View)***
- ***Woischke's MHP (Pine City)***
- ***Fischer Gardens (Sauk Rapids)***
- ***Lowry Grove (St. Anthony Village)***

## *APAC Accomplishments*

**1980-** APAC is founded as the “Anoka People’s Alliance for Change” to address the needs of low and moderate income individuals. Over 70 citizens attended the first meeting at Blaine High School, which covered issues of inadequate public transportation, lack of low cost health care and other issues. APAC later evolved into “All Parks Alliance for Change” becoming an effective voice for manufactured home park residents. APAC hires its first executive director, Beth Newkirk. APAC and the Minnesota Manufactured Housing Association, the industry group, negotiate a plain English lease giving residents a better understanding of their rights and responsibilities. APAC obtains increased health care funding for low to moderate income individuals provided for under the Hill-Burton Act.

**1981-** APAC sets a national precedent by utilizing Community Development Block Grants (CDBG) to fund park storm shelters in Blaine parks.

**1982-** APAC successfully lobbied the Minnesota Legislature to eliminate no cause eviction, prevent retaliatory eviction and establish storm shelter standards. The bill was signed into law on March 22, 1982.

**1983-** APAC adopts manufactured home parks as the specific focus of its low and moderate income organizing effort. APAC successfully lobbied the Minnesota Legislature to bar so-called 15-year clauses in leases. These clauses allowed park owners to prohibit in-park sales of older homes, forcing residents with older homes to either demolish the home or move it out of the park at their own expense. Residents now have the right to sell a home within the park regardless of the age as long as it is within compliance with park rules.

**1984-** APAC begins to organize its structure around the formation of park chapters at Fridley Terrace, Northview Villa, Village Green North, Sandpiper Bend and Spring Lake Terrace. APAC stopped an illegal rent increase and obtained federal home improvement loans to bring homes up to code at Spring Lake Terrace.

**1985-** APAC stopped discrimination against families with children at Northview Villa. APAC negotiated with the U.S. Postal Service and the park manager to allow residents to maintain individual mail service at Fridley Terrace.

**1986-** APAC worked with the Attorney General’s office to protect the right to organize in parks, by preventing management from evicting residents for forming a resident association and peacefully distributing flyers in their parks. APAC secured an agreement for a storm sewer system and new storm shelter at Castle Towers.

**1987-** APAC successfully lobbied the Minnesota Legislature to authorize municipalities to adopt park closing ordinances to require park owners and/or purchasers to provide relocation compensation in the event of a park closing. APAC also successfully pushed a storm shelter law allowing for stricter enforcement of shelter requirements. It gives cities the authority to order park owners to construct shelters if an evacuation plan is determined to be inadequate. APAC prevented the mass eviction of 110 families and required a major clean up at the Pines in Hopkins. Lee (Roderick) Blons becomes APAC’s second executive director when Beth Newkirk leaves to work with Community Solutions Fun and direct the Organizing Apprenticeship Project.

**1988-** APAC changes its name to “All Parks Alliance for Change” and expands metro-wide. New chapters are started in Hennepin and Dakota counties in several cities. In the next few years, chapters are organized in Washington, Carver, and Ramsey counties as well.

## *APAC Accomplishments*

**1989-** APAC successfully lobbied the Minnesota Legislature to allow cooperative and nonprofit-owned parks to homestead. This tax change reduces the costs of park conversions by lowering property taxes about 65 percent. APAC successfully pushed for the first park closing ordinance in the city of Bloomington. The ordinance provided for relocation compensation in the event of a park closing. APAC obtained a \$50 per month reduction and \$430 per person rebate in a rent challenge. APAC was awarded with a Certificate of Commendation from Gov. Rudy Perpich for “outstanding service” to the community.

**1990-** APAC successfully pushed for a park closing ordinance in the city of Hopkins. APAC re-locates its office from Fridley to St. Paul in recognition of its metro-wide focus.

**1991-** APAC successfully pushes for a park closing ordinance in the city of Lake Elmo. APAC incorporates the Northstar State Community Land Trust and begins its efforts to purchase parks from traditional investor owners, focusing on Whispering Oaks in Oakdale. Russ Adams becomes APAC’s fourth executive director. APAC successfully lobbied the Minnesota Legislature to create a right of first refusal in the event that a park is sold for redevelopment within one year of that sale. Residents or an authorized nonprofit are given 45-days to match the terms and conditions of the sale.

**1992-** APAC, through Northstar State CLT, falls \$50,000 short of acquiring Whispering Oaks in Oakdale. The park does leave investor hands when it is purchased by the Washington County HRA, which announces plans in 2005 to close the park for redevelopment. APAC and residents use tenant remedies action to get a storm shelter at Ardmor in Lakeville.

**1993-** APAC received the Minnesota Council of Nonprofits’ Nonprofit Mission Award. APAC also received the Christian Sharing Fund’s Leo C. Byrne Social Justice Award for its success in “achieving dignity for people.” Collins Park became the first park to close under a closing ordinance. Under the terms of the Bloomington ordinance, 90 households were given relocation compensation or the fair market value for their homes. APAC works with the city of Lake Elmo to require two storm shelters be built at Cimarron.

**1994-** APAC expands its focus statewide, creating Greater Minnesota as a secondary service area. Working with the Legal Service Advocacy Project, APAC successfully lobbied the Minnesota Legislature to pass three bills: (1) a requirement that home repossession actions take place in the county in which the home is located; (2) a requirement that park residents receive a copy of the park’s evacuation plan and a certificate of rent paid form; and (3) a prohibition on restrictive zoning against parks. APAC obtained relocation compensation for residents of Cimarron Park in St. Cloud township. APAC worked with the city of Sauk Centre to remedy a dangerous electrical system at Boyack Park. APAC sues to gain access to the Skyline Village community center for resident meetings.

**1995-** The Bloomington park closing ordinance is successfully upheld in court, establishing a legal precedent for park closing ordinances in the state of Minnesota. The former owner of Collins Park, which closed in 1993, had sued the city over paying relocation compensation. APAC obtained relocation compensation for 120 households in Elm Lane in Willmar and 25 households for a partial closing in Madison East Park in Mankato. APAC and residents force Oak Lane in Cannon Falls township to install a new sanitary sewer system. The Dakota County District Court Judge rules in favor of residents holding meetings in Skyline Village. APAC receives its first AmeriCorps VISTA (Volunteers in Service to America) housing organizer since 1980. Since then, APAC has continued to receive placements. Glenn Shoemaker becomes APAC’s executive director when Russ Adams leaves to direct the Alliance for Metropolitan Stability.

**1996-** APAC successfully pushed for a park closing ordinance in the city of Mounds View.



## *APAC Accomplishments*

**1997-** APAC successfully pushed for a park closing ordinance in the cities of Burnsville, Dayton, and Elk River. APAC successfully lobbied the Minnesota Legislature to require parks to provide criteria used for evaluating prospective tenants.

**1998-** APAC obtains relocation compensation for 37 households in Elk Terrace in Elk River. Jim Paist becomes APAC's sixth executive director.

**1999-** APAC successfully pushed for a park closing ordinance in the city of Shakopee. APAC expands its primary service area to include Wright and Sherburne Counties.

**2000-** APAC successfully pushed for park closing ordinances in the cities of Apple Valley, Oakdale, and Roseville.

**2001-** APAC successfully pushed for park closing ordinances in the cities of Fridley and Red Wing.

**2003-** APAC launches a joint program with the North Country Cooperative Development Fund (NCDF) to preserve parks through conversion to resident-owned cooperatives.

**2004-** APAC worked with NCDF to convert Sunrise Villa in Cannon Falls into the first resident-owned manufactured home park cooperative in Minnesota and the upper Midwest. APAC successfully pushed for a park closing ordinances in the city of Lexington. APAC obtained relocation compensation for residents in Janesville, Le Center, and Hermantown.

**2005-** APAC worked with NCDF to convert Paul Revere in Lexington into the second resident-owned park cooperative in Minnesota and the first in the Twin Cities. After a five-year effort, APAC passed a park closing ordinance in the city of Brainerd; making it the first in northern MN. APAC worked with residents of Shady Lane in Bloomington on the first exercise of the right of first refusal. It is challenged by the park owner and successfully upheld in court, establishing a legal precedent for the right of first refusal in the state of MN. APAC stopped passage of a proposal that would have allowed park owners to break lease agreements and charge for water, even if it was already included in lot rent. APAC and others convened over 45 individuals from more than 30 organizations for "Preserving Minnesota's Manufactured Home Parks," a first of its kind conference focusing on the challenges facing park residents.

**2006-** APAC worked with the Northwest Area Foundation, Housing Preservation Project, and Twin Cities Public Television to produce the Emmy-nominated documentary, "American Dream Under Fire: Manufactured Home Park Residents Fight to Hold Ground." APAC successfully lobbied the Minnesota Legislature to require that park closing notices be sent to the Minnesota Housing Finance Agency and the Minnesota Department of Health. APAC passed local relocation compensation ordinances in the cities of Austin, Rosemount, and St. Anthony Village. APAC obtained a proclamation from Governor Tim Pawlenty declaring September 24-30 "Manufactured Home Park Week." APAC establishes its first Latino community organizer and staff attorney positions. APAC completed its first strategic plan.

**2007-** APAC passed the final local relocation compensation ordinances in the cities of Anoka, Inver Grove Heights, and Stacy, before the passage of state legislation. APAC lobbied the Minnesota Legislature to establish the Minnesota Manufactured Home Relocation Trust Fund providing a statewide guarantee of relocation compensation when a park closes in MN. APAC successfully argued before the MN Supreme Court that no park owner can prohibit residents or others from peacefully organizing, assembling, canvassing, leafleting, or otherwise expressing their right of free expression in parks. APAC began a national resident organizing project to promote resident organizing in other states and to develop strong national homeowner associations.

## *APAC Accomplishments*

**2007 (cont'd)-** APAC establishes its first Greater Minnesota-based community organizer located in Winona. Headwaters Foundation for Justice awards APAC with the Allies for Justice Award. APAC worked with Northcountry Cooperative Development Fund to convert Bennett in Moorhead into the fourth resident-owned park cooperative in MN. APAC published policy reports documenting local relocation compensation ordinances passed by cities in Minnesota and case studies of racial disparities in manufactured home parks. An intern through the Higher Education Consortium for Urban Affairs (HECUA) program developed a video called “Native Injustice” highlighting issues confronted by Native American residents in northern MN.

**2008-** APAC successfully lobbied the Minnesota Legislature to establish the Manufactured Home Lending Practices Bill, a law that protects homeowners from predatory lending practices, such as charging for services that aren’t performed, as well as extending the foreclosure process on the manufactured homes giving homeowners more time and resources to prevent the loss of their homes. APAC opens its second Greater MN office located in Moorhead. APAC hires its first Democracy Project organizer in order to engage residents in the 2008 elections. APAC worked with Northcountry Cooperative Development Fund to convert the Madelia Mobile Community into the fifth resident-owned park cooperative in Minnesota. APAC works with the Woodlyn Court, the first community to close under the Relocation Trust Fund, to ensure the process operates properly and residents receive full compensation. APAC works with Sunrise Estates residents to replace an inadequate storm shelter and evacuation plan with two new storm shelters. APAC creates and publishes a Community Organizing Manual and a Fundraising Guide as tools for residents and home owner associations.

**2009-** APAC strengthened the Relocation Trust Fund by requiring collection of the fees from park owners. APAC established and participated in a manufactured housing transportation project working group with MnDOT and local transportation authorities that led to MnDOT guidelines that favor avoiding parks, replacing parks, and providing full relocation compensation. APAC organized and lobbied with residents to halt road projects in Arden Hills and force MnDOT to form a working group with residents in Shakopee. For the third year in a row, APAC organized the Manufactured Home Owners Association of America (MHOAA) National Convention, which was held this year in Seattle, WA. APAC established its first law clerk positions. APAC produced a “Home Owners Association Start Up Guide” for MHOAA.

**2010-** APAC established the right to choose your home installation option rather than having to accept the most expensive option. As a result of APAC’s efforts, manufactured homeowners now have access for the first time to the Right-of-Way Acquisition Fund when road projects take their homes, and property tax treatment is comparable to the lower rate for site-built homes for homeowners who live in resident-owned parks. APAC intervened legally to prevent improper rent increases in Edgewood Estates and Skyline Village. APAC intervened legally to prevent park-wide loss of water service in Edgewood Estates, Hy-View Estates, and Green Valley. APAC produced the “National Public Policy Guide” for MHOAA.

**2011-** APAC prevented the park owners from passing legislation to allow them to break leases with residents in order to install sub-meters and separately charge, over and above lot rent, for water and sewer. APAC had attempted to negotiate a mutually acceptable compromise that protected the residents’ rights as consumers, but ultimately had to oppose the legislation. APAC worked with residents to obtain relocation compensation for both the home owners and renters of Halstead manufactured home park. APAC worked residents to make sure their concerns were addressed in MnDOT highway projects planned near their communities. APAC began work with residents to establish a nonprofit homeowners association and access grant funds to mitigate a problem with arsenic in the well water at Brandy Lakes Estates.

## *APAC Accomplishments*

**2012-** APAC worked with residents to establish a nonprofit homeowners association and access grant funds to mitigate a problem with arsenic in the well water at Brandy Lake Estates (Detroit Lakes). APAC worked with residents and the Housing Preservation Project to delay closure of Northern Terrace (Ely) due to an insufficient closure notice. APAC was involved in the launch of the Alliance for Healthy Homes & Communities, which is a statewide coalition of health and housing organizations. APAC has consulted with the West Bank Community Development Corporation to provide training and assistance to their Seven Corners Apartments resident association, which is their largest property.

**2013-** APAC identified and shared trends related to manufactured housing in the Twin Cities metropolitan area with working groups convened by CFED and the McKnight Foundation. This research identified underutilization of existing, naturally occurring affordable housing and opportunities for expansion. APAC organized residents in the 43-lot park Northern Terrace in Ely to provide residents with more time before the park closed, and to ensure fair relocation compensation. APAC organized residents in the 130-lot park Woischke's Island Resort in Pine City to force the park to meet Minnesota's storm shelter standards.

**2014-** APAC launched its Rush Line Corridor organizing project related to a transitway extending 80 miles from Hinckley to downtown St. Paul. APAC has released a first-of-its-kind "Before You Sign: A Consumer's Guide to Mobile Home Parks in the Twin Cities," including important information about each park's city and county and detailed park-by-park information. Working with Housing Preservation Project (HPP), APAC organized residents in the 12-lot park Edgetown in Elbow Lake to help residents receive benefits under the Uniform Relocation Act, which were in excess of \$30,000, rather than the \$4,000 initially offered. Working with HPP and Southwest Minnesota Housing Partnership, APAC organized residents in the 17 mostly Hmong households in Cedar Lane in Tracy to negotiate an arrangement where they paid their rent toward the city's water bill to avoid shutoff. Working with Legal Aid, APAC organized residents in the 44-lot Basswood Court in Thief River Falls to keep them in their homes when the new owner issued 28 eviction notices based on back rent not paid while the park was in foreclosure. Working with HPP, APAC organized residents of the 156-lot park Parkview in Lexington to block attempts by the new park owner to introduce leases with illegal provisions.

**2015-** APAC and park owners worked together to change Minnesota Department of Health rules on the spacing required for vehicle parking, which would have eliminated off-street parking. APAC prevented the park owners from passing legislation that would have given investor-owned parks significant tax breaks and made residents ineligible to file for the rent credit refund. APAC organized residents in the 71-lot park Red Top in Winona to ensure fair relocation compensation. APAC organized residents to prevent RHP Properties, the new owners of the 254-home community, Beaver Lake Estates, in Maplewood from prohibiting the exercise of state guaranteed rights to freedom of expression. APAC opposed attempts by the Mission Creek Township to enforce a provision in its Land Use Ordinance requiring all manufactured homes placed on a lot or parcel be 15 years or newer. APAC successfully proposed an amendment to the Metropolitan Council's 2040 Housing Policy Plan to explicitly recognize actions cities take to preserve manufactured home parks in developing their Housing Performance Score. APAC hosted the National Manufactured Home Owners Association (NMHOA) annual convention.

**2016-** APAC organized residents in the 40-lot park Tri-County in Waite Park to stop illegal attempts to pressure residents to sign away their legal rights and to obtain more generous benefits under the Uniform Relocation Act. APAC launched a North Dakota organizing project that formed the Fargo Area Park Resident Association. APAC updated and expanded its "Before You Sign: A Consumer's Guide to Mobile Home Parks in the Twin Cities." APAC has begun to research and produce proposals for metro area cities' 2018 Comprehensive Plan updates. APAC supported launching the Metropolitan Council's park infrastructure pilot program.

# APAC Board of Directors

APAC's board of directors is comprised entirely of manufactured home park residents. Board members are elected by the residents when their park has attained chapter status by recruiting 10 percent of the households to join as dues-paying members. Here are APAC'S current board members:



Gary Babcock

**Gary Babcock (President)** joined the board in 2011 as a resident of Arden Manor (Arden Hills). He is currently part of the Arden Manor Resident Association. He has been a leader in the fight to protect his community from proposed expansions of highways bordering Arden Hills that would cause many of his neighbors to lose their homes. He previously served as Board Secretary and First Vice President.



Denise Bricher

**Stephanie Ibarra (First Vice President)** joined the board in 2015 as a resident of Madelia Mobile Village (Madelia). She is the current park manager and the past board president of her resident-owned park community.



**Denise Bricher (Second Vice President and Secretary)** joined APAC in the summer of 2015 and is currently serving on the Board of Directors. She holds an Associate in Arts degree from Century College and a Bachelor of Science degree from the University of Minnesota. A past resident of Roseville Estates, she currently lives in Beaver Lake Estates in Maplewood and is very interested in manufactured homes/affordable housing issues.

**Jacki DeVore (Board Treasurer)** joined the board in 2011 as a resident of Arden Manor (Arden Hills). She is currently the Midwest Area Vice President for the National Manufactured Home Owners Association (NMHOA) and an officer of the Arden Manor Resident Association. She has been a leader in the fight to protect her community from proposed expansions to highways bordering her community that would cause many of her neighbors to lose their homes.



Jacki DeVore



Emily Fuller

**Emily Fuller** joined the board as an alternate in 2010 as a resident of Fischer Garden (Sauk Rapids). She has been a leader in forming her park's resident association and working to improve the community for all residents. Previously, she served as President, First Vice President, and Second Vice President.

**Barb Dean** joined the board in 2015 as a resident of Arden Manor (Arden Hills). She has also been a leader in the Arden Manor Resident Association.

**Bill Dean** joined the board in 2015 as a resident of Arden Manor (Arden Hills). He has also been a leader in the Arden Manor Resident Association.



## *APAC Professional Staff*



**Dave Anderson** joined APAC as its Executive Director in 2004 and, in July 2016, moved into the role of Senior Advisor & Management Consultant. In July 2016, Dave became executive director of the National Manufactured Home Owners Association (NMHOA). Previously, he was executive director of the Minnesota Public Interest Research Group (MPIRG), interim executive director of the Minnesota State University Student Association (MSUSA), and associate state director of the Minnesota Senior Federation. Dave holds a Master of Public Affairs from the University of Minnesota's Humphrey School of Public Affairs, and is pursuing a Doctorate of Leadership from the University of St. Thomas.



**Owen Hawkins** joined the APAC team in January 2016 as a part-time Program Associate. He received his Masters of Public Policy from the University of Minnesota's Humphrey School of Public Affairs, and earned a bachelor's degree at Reed College in Portland, OR.



**Lao Yang** first joined APAC as an intern enrolled in the HECUA: Inequality in America program in September 2015, and is currently a part-time Community Organizer. She is a senior at the University of Minnesota-Twin Cities, pursuing her Bachelor's Degree in Family Social Science.



**Emily Pirkel** first joined APAC as an intern enrolled in the HECUA: Inequality in America program in February 2016, and is currently a part-time Community Organizer. She is a junior at the University of Minnesota-Twin Cities, pursuing a Bachelor of Individualized Studies degree in Anthropology, Psychology, and Sociology.



**Kira Ericson** joined APAC in September 2016 as a HECUA: Inequality in America intern. She is a junior at the University of St. Thomas, pursuing a Bachelor's degree in Social Science.



**Jacki DeVore** has been a resident member, board member, and volunteer since 2011. She moved into the role of Office Support/Tenant Advocate in 2013. She is currently the Midwest Area Vice President of NMHOA and an officer of the Arden Manor Resident Association.



**Denise Bricher** joined APAC in the summer of 2015 and is currently serving as Second Vice President on the APAC Board of Directors. A resident of Beaver Lake, she moved into the role of Office Support/Tenant Advocate in 2016.



## *APAC Alumni Profiles: Executive Directors*

**Beth Newkirk (1980-1986):** Beth was among APAC's original staff and was hired in 1980 as its first executive director, a position she held for over six years. During her tenure, APAC evolved into an effective voice for manufactured home park residents. APAC worked to eliminate no-cause evictions and to create new storm shelter standards, which led to the establishment of a special section of state law for manufactured home parks (Minnesota Statute 327C), providing numerous resident rights and protections. She is now the director of strategic projects with Voices for Racial Justice (formerly the Organizing Apprenticeship Project), which works to advance racial, cultural, social, and economic justice in Minnesota through organizer and leadership training, strategic convenings and campaigns, and research and policy tools.

**Lee (Roderick) Blons (1986-1990):** Lee joined APAC as a community organizer in 1985 and became executive director in 1986, serving until 1990. During her tenure, APAC expanded its focus metro-wide. APAC successfully lobbied the Minnesota Legislature to authorize municipalities to adopt park-closing ordinances to require park owners and/or purchasers to provide relocation compensation in the event of a park closing. APAC successfully pushed for the first such ordinance in the city of Bloomington. She later worked for Community Stabilization Project and Central Community Housing Trust, both housing organizations. Lee is now executive director of Beacon Interfaith Housing Collaborative.

**Michele St. Martin (1990-1991):** Michele joined APAC as a community organizer in 1989 and became executive director in 1990. She served in that position through 1991. During her brief tenure with the organization, APAC incorporated the Northstar State Community Land Trust and began its efforts to purchase parks from traditional investor owners, focusing on Whispering Oaks in Oakdale. APAC also successfully pushed for park-closing ordinances in the city of Hopkins and Lake Elmo. Michele is now a freelance writer.

**Russ Adams (1991-1995):** Russ joined APAC as a community organizer and the Northstar State CLT coordinator in 1989. He became lead community organizer in 1990 and executive director in 1991, serving in that position until 1995. During his tenure, APAC expanded its focus statewide. APAC successfully lobbied the Minnesota Legislature to prohibit restrictive zoning against parks and establish a "right of first refusal" to purchase parks slated for redevelopment. Collins Park became the first park to close under a closing ordinance. The Bloomington park-closing ordinance is successfully upheld in court, establishing a legal precedent for park closing ordinances in Minnesota. APAC received the Minnesota Council of Non-profits' Non-profit Mission Award. Russ is now executive director of the Alliance for Metropolitan Stability. During his tenure, Landfall became a city-owned park.

**Glenn Shoemaker (1995-1998):** Glenn joined APAC as community organizer in 1990. He became lead community organizer and the Northstar State CLT coordinator in 1991. He served as APAC's executive director from 1995 until 1998. During his tenure, he coordinated the Northstar State Community Land Trust, which focused on purchasing parks from traditional investor owners. Glenn worked with residents and staff to pass park-closing ordinances in Burnsville, Dayton, Elk River, Lake Elmo and Mounds View to guarantee relocation compensation for displaced residents. In 1995, APAC received its first AmeriCorps\*VISTA (Volunteers in Service to America) housing organizer since 1980.

**Jim Paist (1998-2004):** Jim served as APAC's executive director from 1998 to 2004. Before coming to APAC, he did political campaign organizing and worked with Greenpeace. It was there that he first advocated on behalf of manufactured home park residents, when his research exposed radiation contamination impacting a nearby park. While at APAC, Jim worked with residents and staff to pass park-closing ordinances in Apple Valley, Fridley, Oakdale, Red Wing, Roseville and Shakopee to guarantee relocation compensation for displaced residents. With Northcountry Cooperative Development Fund, he launched a program to convert parks to resident ownership. He is now the executive director of the Hemophilia Foundation of Minnesota/Dakotas.

# APAC Alumni Lists

## APAC Alumni Staff List

### Executive Directors

- Beth Newkirk (6 years, 11-80 to 12-86)
- Lee Roderick (3-½ years, 12-86 to 5-90)
- Michele St. Martin (1 year, 5-90 to 6-91)
- Russ Adams (4 years, 7-91 to 8-95)
- Glenn Shoemaker (3 years, 8-95 to 7-98)
- Jim Paist (6 years, 7-98 to 8-04)
- Dave Anderson (11-1/2 years, 9-04 to 6-16)

### 1980

- Executive Director- Beth Newkirk (start 11-80)
- Community Organizer-Beth Newkirk (start 2-80, until 11-80), Paul Marincel
- VISTA Organizer-Peter B. Dross (7/80-7/81), Brad Abelow (1/80-7/80), Jeff (7/80-7/81)

### 1981

- Executive Director-Beth Newkirk
- Administrative Assistant-Mary Elizabeth Buhm (start 12-81)
- Community Organizer-Pete Dross (start 7/81)
- VISTA Organizer-Peter B. Dross (7/80-7/81), Jeff (7/80-7/81)

### 1982

- Executive Director-Beth Newkirk
- Administrative Assistant-Mary Buhm, Lisa Swanson (start 11-82)
- Community Organizer-Pete Dross

### 1983

- Executive Director-Beth Newkirk
- Administrative Assistant-Lisa Swanson
- Community Organizer-Pete Dross (until 12-83)

### 1984

- Executive Director-Beth Newkirk
- Administrative Assistant-Lisa Swanson
- Community Organizer-Gaye Sorenson (start 1-84)

### 1985

- Executive Director-Beth Newkirk
- Administrative Assistant-Lisa Swanson
- Community Organizer-Gaye Sorenson (until 4-85), Lois Ann (Lee) Roderick (start 11-85)

### 1986

- Executive Director-Beth Newkirk (until 12-86)
- Administrative Assistant-Lisa Swanson (until 6-86)
- Community Organizer-Lee Roderick (until 12-86)

### 1987

- Executive Director-Beth Newkirk (until 12-86)
- Administrative Assistant-Lisa Swanson (until 6-86)
- Community Organizer-Lee Roderick (until 12-86)

### 1988

- Executive Director-Lee Roderick
- Administrative Assistant-Terri Hart
- Lead Community Organizer-Caty Royce
- Community Organizer-Eric A. Swenson (start 12-87), Michael (Mike) A. Zielinski (start 10-88)

### 1989

- Executive Director-Lee Roderick
- Administrative Assistant-Terri Hart
- Lead Community Organizer-Caty Royce (until 8-89)
- Community Organizer-Eric Swenson (until 6-89), Mike Zielinski (until 10-89)/Michele K. St. Martin (start 10-89), Constance E. (Connie) Coleman (start 11-89)
- Community Organizer/CLT Project Coordinator-Russell Peter (Russ) Adams (start 7-89)
- CLT Contract Attorney-Ann Norton

# APAC Alumni Lists

## 1990

- Executive Director-Lee Roderick (until 5-90)/ Michele St. Martin (start 5-90)
- Administrative Assistant-Terri Hart (until 10-90)
- Lead Community Organizer/CLT Project Coordinator-Russ Adams (start 5-90)
- Community Organizer/CLT Project Coordinator-Russ Adams (until 5-90)
- Community Organizer-Michele St. Martin (until 5-90), Connie Coleman (until 10-90)/Glenn H. Shoemaker (start 10-90)
- CLT Contract Attorney-Ann Norton/Jack Cann

## 1991

- Executive Director-Michele St. Martin (until 6-91), Russ Adams (start 7-91)
- Administrative Assistant-Kathleen Schneider (start 12-90)
- Lead Community Organizer/CLT Project Coordinator-Russ Adams (until 6-91)/Glenn Shoemaker (start 7-91)
- Community Organizer-Glenn Shoemaker (until 7-91)
- CLT Contract Attorney-Jack Cann

## 1992

- Executive Director-Russ Adams
- Administrative Assistant-Kathleen Schneider (until 8-92), Chuck Blons (start 4-92, until 8-92)/Caroline Dorn (start 8-92)
- Lead Community Organizer/CLT Project Coordinator-Glenn Shoemaker
- CLT Contract Attorney-Jack Cann

## 1993

- Executive Director-Russ Adams
- Administrative Assistant-Caroline Dorn (until 7-93), Gayle White (start 7-93)
- Lead Community Organizer/CLT Project Coordinator-Glenn Shoemaker
- Community Organizer-Marva Lynn Shellenberger (start 11-93)
- CLT Contract Attorney-Jack Cann

## 1994

- Executive Director-Russ Adams
- Administrative Assistant-Gayle White (start 11-94)
- Lead Community Organizer/CLT Project Coordinator-Glenn Shoemaker
- Community Organizer-Lynn Shellenberger
- OAP Apprentice Organizer-Andy Schneider (start 7-94)
- HECUA PIP Intern-Jane Liu (start 6-94, until 7-94)

## 1995

- Executive Director-Russ Adams (until 8-95)/ Glenn Shoemaker (start 8-95)
- Administrative Assistant-Jason Schendel (start 11-94, until 3-95)/Sandra Turbes (start 9-95)
- Lead Community Organizer/CLT Project Coordinator-Glenn Shoemaker (until 8-95)
- Community Organizer-Lynn Shellenberger (until 6-95)
- OAP Apprentice Organizer-Andy Schneider (until 1-95)
- VISTA Organizer-June Jordan (8/95-8/96)

## 1996

- Executive Director-Glenn Shoemaker
- Administrative Assistant-Sandra Turbes (until 8-96)/Jenny Baumann Rosenkvist (start 8-96, until 12-96)
- Community Organizer-Beth Fraser (start 9-96)
- OAP Apprentice Organizer-Beth Fraser (start 1-96)
- VISTA Organizer-June Jordan (8/95-8/96)/J.T. Haines (8/96-8/97)

## 1997

- Executive Director-Glenn Shoemaker
- Administrative Assistant-Nancy Weiss (start 10-97)
- Community Organizer-Beth Fraser (until 7-97)
- VISTA Organizer-J.T. Haines (8/96-8/97)/Sarah Isaacson (8/97-8/98)

# *APAC Alumni Lists*

## 1998

- Executive Director-Glenn Shoemaker (until 7-98), James (Jim) H. Paist (start 7-98)
- Administrative Assistant-Nancy Weiss (until 5-98)
- Community Organizer/Lutheran Volunteer Corps-Todd Hull (start 9-98)
- VISTA Organizer-Sarah Isaacson (8/97-8/98)/ Miriam Wyman (8/98-8/99)
- Hotline Advocate/Office Manager-Dina Carpenter (start 5-98)

## 1999

- Executive Director-Jim Paist
- Community Organizer/Lutheran Volunteer Corps-Todd Hull (until 8-99)
- Community Organizer-Miriam Wyman (start 9-99)
- VISTA Organizer-Miriam Wyman (8/98-8/99)/ Margaret Kaplan (8/99-8/00)
- Hotline Advocate/Office Manager-Dina Carpenter (until 6-99)

## 2000

- Executive Director-Jim Paist
- Community Organizer-Miriam Wyman (until 8-00), Elizabeth (Liz) Kuoppala (start 8-00, until 12-00)
- VISTA Organizer-Margaret Kaplan (8/99-8/00)/ Katie Flitter (8/00-8/01), Angie Goodrich(8/00-8/01)

## 2001

- Executive Director-Jim Paist
- Community Organizer-Jess Luce (start 6-01)
- VISTA Organizer-Katie Flitter (8/00-8/01), Angie Goodrich (8/00-8/01)/Laura Mapp (8/01-8/02), Maren Olson (8/01-8/02)

## 2002

- Executive Director-Jim Paist
- Community Organizer-Jess Luce
- VISTA Organizer-Laura Mapp (8/01-8/02), Maren Olson (8/01-8/02)/Amanda Jackson (8/02-8/03)

## 2003

- Executive Director-Jim Paist
- Administrative Assistant-Adrea Shoebottom (start 10-03)
- Community Organizer-Jess Luce (until 5-03), Ned Wik Moore (start 2-03)
- VISTA Organizer-Amanda Jackson (8/02-8/03)/ Thomas (Tom) A. Egar (11/03-9/04)

## 2004

- Executive Director-Jim Paist (until 8-04)/David (Dave) R. Anderson (start 9-04)
- Administrative Assistant-Andrea Shoebottom (until 5-04)
- Lead Community Organizer-Ned Moore (start 9-04)
- Community Organizer-Ned Moore (until 9-04), Daren Allan Nyquist (start 9-04)
- VISTA Organizer-Tom Egar (11/03-9/04)

## 2005

- Executive Director-Dave Anderson
- Administrative Assistant/Membership Coordinator-Fernando Rodrigo Sanchez-Chavarria (start 1-05, until 9-05)
- Lead Community Organizer (OAP Apprentice Program)-Ned Moore
- Community Organizer-Daren Nyquist
- Latino Community Organizer/Membership Coordinator (OAP Apprentice Program)-Rodrigo Sanchez-Chavarria (start 10-05)
- VISTA Organizer-Steven Renderos (8/05- 8/06)
- Strategic Planning Consultant-Stacy Becker (start 9-05)

# APAC Alumni Lists

## 2006

- Executive Director -Dave Anderson
- Staff Attorney -Margaret Kaplan (start 7-06)
- Lead Community Organizer -Ned Moore
- Community Organizer -Daren Nyquist (until 5-06), Steven Renderos (start 8-06)
- Latino Community
- Organizer -Rodrigo Sanchez-Chavarria
- VISTA Organizer -Steven Renderos (8/05 - 8/06)/Krystal Klein (8/06 - 8/07), Deanna Rae Standing Cloud-Green (8/06 -8/07)
- HECUA Intern -Julia Wells (2/06 - 5/06)/ Lorena Rodriguez (6/06 - 8/06)/Celeste Finn (9/06 - 12/06)
- Strategic Planning Consultant -Stacy Becker (until 5/06)

## 2007

- Executive Director -Dave Anderson
- Staff Attorney -Margaret Kaplan
- Lead Community Organizer -Ned Moore (until 12/07)
- Community Organizer -Steven Renderos (until 8/07), Krystal Klein (start 8/07), Martha Hernandez (start 10/07)
- Latino Community Organizer -Rodrigo Sanchez- Chavarria (until 5/07)
- VISTA Organizer -Krystal Klein (8/06 - 8/07), Deanna Rae Standing Cloud-Green (8/06 -8/07)
- National Project Director -Debbi Howden (3/07 - 6/07), Jay Clark (7/07 - 9/07), Kelly Diouf (start 10/07)
- National Project Coordinator -Kelly Diouf (6/07 - 9/07)
- National Project Consultant -Bev Adrian (start 3/07)
- Office Manager -Celeste Finn
- Interns -Jim Forrey (HECUA), Maggie Dalzell (CURA), Julia Wells (Policy Research)
- Consultants -Emily Davis (web site), Steven Renderos (training)

## 2008

- Executive Director -Dave Anderson
- Staff Attorney -Margaret Kaplan (until 5/08)
- Legal & Policy Director -Margaret Kaplan (until 10/08)
- Organizing Director -Ned Moore (start 1/08)
- Community Organizer -Krystal Klein, Martha Hernandez, Sureshi Jayawardene (start 5/08)
- Democracy Project Organizer -Hannah Garcia (start 6/08)
- National Project Director -Kelly Diouf
- National Project Consultant -Bev Adrian
- Office Manager -Celeste Finn/Julia Wells
- CURA Intern -Elliot Weiner
- Training Consultant -Steven Renderos

## 2009

- Executive Director -Dave Anderson
- Legal & Policy Director -Justin Bell (start 1/09)
- Law Clerks -Anjie Flowers (9/09 - 11/09), Susan Ronau (start 9/09)
- Organizing Director -Ned Moore (until 6/09)
- Community Organizer -Krystal Klein (until 7/09), Martha Hernandez (until 6/09), Sureshi Jayawardene (until 6/09)
- Organizing Intern -Jenenne Guffey
- Democracy Project Organizer -Hannah Garcia (until 5/09)
- National Project Director -Kelly Diouf (until 7/09)
- National Project Consultant -Bev Adrian
- Office Manager -Julia Wells (until 7/09)
- HECUA Intern -Zach Selke (6/09 -8/09)



# APAC Alumni Lists

## 2010

- Executive Director -Dave Anderson
- Legal & Policy Director -Justin Bell (until 9/10)
- Legal & Policy Consultant -Justin Bell (start 10/10)
- Law Clerks -Susan Ronau (until 5/10), Matt Lindeman (start 2/10), Nicole Kearns (start 9/10)
- Community Organizer -Sarah Paige (start 2/10), Nicole Kearns (2/10 - 8/10), Yakasah Wehyee (start 9/10)
- HECUA Intern -Michelle Wippler (9/10 - 12/10)

## 2011

- Executive Director -Dave Anderson
- Legal & Policy Consultant -Justin Bell
- Law Clerks -Matt Lindeman (until 5/11), Nicole Kearns
- Community Organizer -Sarah Paige, Yakasah Wehyee, Michelle Wippler (1/11 -5/11)

## 2012

- Executive Director - Dave Anderson
- Senior Advisor & Policy Consultant - Justin Bell
- Law Clerks - Nicole Kearns (until 2/12)
- Community Organizer - Sarah Paige (until 5/12), Yakasah Wehyee (until 3/12), Delema Dionne (start 9/12)
- HECUA Intern - Tim Dubis (2/12 - 5/12)
- Tenant Advocate (Volunteer) - Michael Logan (6/12-8/12)

## 2013

- Executive Director - Dave Anderson
- Senior Advisor & Policy Consultant - Justin Bell
- Community Organizer - Delema Dionne (until 8/13)
- Office Support/Tenant Hotline - Jacki DeVore (start 9/13)
- HECUA Intern - Julie Vang (9/13-12/13)
- Tenant Advocate (Volunteer) - Michael Logan (6/13-8/13)

## 2014

- Executive Director - Dave Anderson
- Community Organizer - Julie Vang (1/14-5/14), Thomas Siburg (start 9/14)
- Office Support/Tenant Hotline - Jacki DeVore
- HECUA Intern - Katherine Nguyen (9/14-12/14)
- Marketing Intern - Robert Tieso (6/14-7/14)

## 2015

- Executive Director - Dave Anderson
- Program Advocate - Kerry Green (start 9/15)
- Community Organizer - Thomas Siburg, Jono Cowgill (2/15-5/15)
- Office Support/Tenant Hotline - Jacki DeVore
- HECUA Intern - Lao Yang (9/15-12/15)
- Research Intern - Jono Cowgill (10/15-12/15)

## 2016

- Executive Director - Dave Anderson (until 6/16)
- Senior Advisor & Management Consultant - Dave Anderson (start 7/16)
- Program Advocate - Kerry Green (until 8/16), Owen Hawkins (start 1/16)
- Community Organizer - Beatriz Alcazar (1/16-5/16), Lao Yang (start 1/16), Emily Pirkl (start 6/16)
- Communications Associate - Thomas Siburg (1/16-8/16)
- Office Support/Tenant Hotline - Jacki DeVore, Denise Bricher (start 1/16)
- HECUA Intern - Emily Pirkl (1/16-5/16), Kira Ericson (start 9/16)
- CURA Intern - Jono Cowgill (6/16-8/16), Hillary Lovelace (6/16-8/16)

# APAC Alumni Lists

## APAC Alumni Board of Directors List

### Presidents

- Gary Babcock (2015 - present)
- Henry Miller (2013-2015)
- Emily Fuller (2012)
- Leslie Ann (2011 - 2012)
- Paul Wissmiller (2011)
- Chris Lustig (2010)
- Bev Adrian (2007 -2010)
- Pat Therrien (2006)
- Edward Landrum (1998-2006)
- LeAnna Hamlin (1996-1997)
- Randy Tomsen (1995)
- Ann Mielke (1994)
- Cindy Oberg (1992-1993)
- Diane Benton (1988-1989, 1991)
- Bob Reiner (1990)
- Pat Pasiewicz (1985-1987)
- Ted Erickson (1985)
- Laura Morse (1983-1984)
- Michele Shaw (1981-1982)

*[Note: Board lists for 1980 to 1989 were incomplete at time of publication and were therefore not included.]*

### 1992

- President-Cindy Oberg (North Creek)
- Vice President-Dan Dorn (North Creek)
- Treasurer-Bob Gravrok
- Secretary-Charlie Pitts (Flamingo Terrace)
- Board Members-Bob Reiner (Ardmor Village), Floyd Olson (Cimarron), Ray Press (Cimarron), Pat Pasiewicz (Fridley Terrace), Paul Cradit (Pines), Bob Gravrok (Portland), Mary and Terry Kringen (Rambush), Don Pierson (Southgate), Aaron and Allison Malejko (Three Rivers), Gail Marklet (Three Rivers), Diana Anderson (Three Rivers), Annette Borman (Townsend Terrace), Jill Ngcheed (Townsend Terrace), Sandy Gerlach (Townsend Terrace), Diane Benton (Village Green North), Randy Aanes (Whispering Oaks), Randy Tomsen (Whispering Oaks)

### 1993

- President-Cindy Oberg (North Creek)
- Vice President-Annette Borman (Townsend Terrace)
- Treasurer-Bob Gravrok (Portland)
- Secretary-Jan Kline (Whispering Oaks)

### 1993 (continued)

- Board Members-Bob Reiner (Ardmor Village), Floyd Olson (Cimarron), Pat Pasiewicz (Fridley Terrace), Paul Cradit (Pines), Mary and Terry Kringen (Rambush), Don Pierson (Southgate), Aaron Malejko (Three Rivers), Jill Ngcheed (Townsend Terrace), Diane Benton (Village Green North), Randy Tomsen (Whispering Oaks)

### 1994

- President-Ann Mielke (Dayton)
- Vice President-Randy Tomsen (Whispering Oaks)
- Treasurer-Bob Gravrok (At-Large)
- Secretary-LeAnna Hamlin (Skyline Village)
- Board Members-Karen Kolasa (Arden Manor), Suzanne Langer (Arden Manor), Bambi Konen (Camelot Acres), Chuck Hendrickson (Centennial Square), Roger Porter (Dayton), Floyd Olson (Cimarron), Heidi Saiko and Cheryl Ziemer (Mounds View), Mary Kringen (Rambush/ Camelot), Ervin "Bud" Smith (Roseville), Don Pierson (Southgate), Annette Borman (Townsend Terrace), Jill Ngcheed (Townsend Terrace)

### 1995

- President-Randy Tomsen (Whispering Oaks)
- Vice President-
- Treasurer-Bob Gravrok (At-Large)
- Secretary-Floyd Olson (Cimarron)
- Board Members-Bud Smith (Roseville), Suzanne Langer (Arden Manor), Bambi Konen (Camelot Acres/Rambush), Ann Mielke (Dayton), Cheryl Ziemer (Mounds View), Tom Gorman (Oak Grove), Jim Rorvig (Oak Grove), Tammy Christ (Pines), Dean Engstrom (Pines), LeAnna Hamlin (Skyline Village), Don Pierson (Southgate), Jill Ngcheed (Townsend Terrace)

### 1996

- President-LeAnna Hamlin (At Large)
- Vice President-Randy Tomsen (Whispering Oaks)
- Treasurer-Bob Gravrok (At-Large)
- Secretary-Floyd Olson (Cimarron)
- Board Members-Bambi Konen (Camelot Acres), Tom Gorman (Oak Grove), Jim Rorvig (Oak Grove), Velma Sullivan (Oak Grove), Tammy Christ (Pines), Dean Engstrom (Pines), Bud Smith (Roseville), Don Pierson (Southgate), Jill Ngcheed (Townsend Terrace), Ed Landrum (Whispering Oaks)

# APAC Alumni Lists

## 1997

- President-LeAnna Hamlin (At Large)
- Vice President-Velma Sullivan (Oak Grove)
- Treasurer-Bob Gravrok (At-Large)
- Secretary-Floyd Olson (Cimarron)
- Board Members-Dave Thomas (At-Large), Shaun Sieben (Elk Terrace), Cory Thompson (Elk Terrace), Gravin and Elizabeth Gilbert (North Star Estates), Evelyn Pierce (Oak Grove), Jerry Sullivan (Oak Grove), Connie Merchant (Spring Lake Terrace), Scott Tysedal (Spring Lake Terrace), Don Pierson (Southgate), Edward Landrum (Whispering Oaks)

## 1998

- President-Edward Landrum (Whispering Oaks)
- Vice President-Velma Sullivan (Oak Grove)
- Treasurer-Bob Gravrok (At-Large)
- Secretary-Floyd Olson (At-Large)
- Board Members-Tom Cavanagh, Don Maple (both Apple Valley Estates), Jerry Sullivan (Oak Grove), Thayne Cromwell (Spring Lake Terrace), Don Pierson (Southgate), Merlin Bentz (Valley Haven), Scott Troseth (Valley Haven)

## 1999

- President-Edward Landrum (Whispering Oaks)
- Vice President-Velma Sullivan (Oak Grove)
- Treasurer-Bob Gravrok (At-Large)
- Secretary-Floyd Olson (At-Large)
- Board Members-Pat Therrien (Apple Valley Estates), Tom Cavanagh (Apple Valley Estates), Jerry Sullivan (Oak Grove), Lynn Patch (Roseville), Don Pierson (Southgate), Althea Rank (Valley Haven)

## 2000

- President-Edward Landrum (Whispering Oaks)
- Vice President-Pat Therrien (Apple Valley Estates)
- Treasurer-Bob Gravrok (At-Large)
- Secretary-Floyd Olson (At-Large)
- Board Members-Henry Miller (Apple Valley Estates), Lynn Patch (Roseville), Don Pierson (Southgate), Althea Rank (Valley Haven)

## 2001

- President-Edward Landrum (Whispering Oaks)
- Vice President-Pat Therrien (Apple Valley Estates)
- Co-Treasurer-Bob Gravrok (At-Large), Althea Rank (Valley Haven)
- Secretary-Floyd Olson (At-Large)
- Board Members-Scott Schmidt (Pepin Woods), Judie Johnson (Pepin Woods), Don Pierson (Southgate)

## 2002

- President-Edward Landrum (Whispering Oaks)
- Vice President-Pat Therrien (Apple Valley Estates)
- Co-Treasurer-Bob Gravrok (At-Large), Althea Rank (Valley Haven)
- Secretary-Floyd Olson (At-Large)
- Board Members-Chuck Olson (Shady Lane), Don Pierson (Southgate)

## 2003

- President-Edward Landrum (Whispering Oaks)
- Vice President-Chuck Olson (Shady Lane)
- Treasurer-Althea Rank (Valley Haven)
- Secretary-Floyd Olson (At-Large)
- Board Members-Pat Therrien (Apple Valley Estates), Judy artels (Baldwin Lakes), Judy Holm (Baldwin Lakes), Betty Bailey (Paul Revere), Doug Boldt (Paul Revere), Don Pierson (Southgate)

## 2004

- President-Edward Landrum (Whispering Oaks)
- Vice President-Pat Therrien (Apple Valley Estates)
- Treasurer-Doug Boldt (Paul Revere)
- Secretary-Floyd Olson (At-Large)
- Board Members-Judy Bartels (Baldwin Lakes), Sylvia Hernandez (Connelly), Sandy Pearson (Connelly), Betty Bailey (Paul Revere), Don Pierson (Southgate)

# APAC Alumni Lists

## 2005

- President-Edward Landrum (Whispering Oaks)
- 1st Vice President-Pat Therrien (Apple Valley Estates)
- 2nd Vice President-Judy Bartels (Baldwin Lakes)
- Treasurer-Doug Boldt (Paul Revere)
- Secretary-Betty Bailey (Paul Revere)
- Board Members-Ann Mielke (Dayton), Dorien Shurson (Dayton), Bev Adrian (Shady Lane), Don Pierson (Southgate)

## 2006

- President -Edward Landrum (At-Large)/Pat Therrien (At-Large)
- 1st Vice President -Pat Therrien (At-Large)/Judy Bartels (Baldwin Lakes)
- 2nd Vice President -Judy Bartels (Baldwin Lakes)
- Treasurer -Bev Adrian (Shady Lane)
- Secretary -Betty Bailey (Paul Revere)
- Board Members -Don Pierson (Southgate), John Freeman (Croix Estates), Pat Freeman (Croix Estates), Sandy Boone (Lowry Grove), Paul Wissmiller (Lowry Grove), Mary Hamilton (Woodlyn Courts)

## 2007

- President -Bev Adrian (At-Large)
- 1st Vice President -Pat Therrien (At-Large)
- 2nd Vice President -Betty Bailey (Paul Revere)
- Treasurer -Paul Wissmiller (Lowry Grove)
- Secretary -Sandy Boone (Lowry Grove)
- Board Members -Judy Bartels (Paul Revere), John Freeman (Croix Estates), Pat Freeman (Croix Estates), Wayne Britz (Croix Estates), Paul Ruby (Rolling Hills), Shelly Christensen (Rolling Hills), Mary Hamilton (Woodlyn Courts)

## 2008

- President -Bev Adrian (At-Large)
- 1st Vice President -Pat Therrien (At-Large)
- 2nd Vice President -Pat Freeman (Croix Estates)
- Treasurer -Paul Wissmiller (Lowry Grove)
- Secretary -Sandy Boone (Lowry Grove)
- Board Members -John Freeman (Croix Estates), Wayne Britz (Croix Estates), Paul Ruby (Rolling Hills), Shelly Christensen (Rolling Hills), James Huffman (Skyline Village), Raye Steiner (Skyline Village)

## 2009

- President -Bev Adrian (At-Large)
- 1st Vice President -Paul Ruby (Rolling Hills)
- 2nd Vice President -Pat Therrien (At Large)
- Treasurer -Paul Wissmiller (Lowry Grove)
- Secretary -Sandy Boone (Lowry Grove)/Pat Freeman (Croix Estates)
- Board Members -John Freeman (Croix Estates), Chris Lustig (Arden Manor), Duane Sheaser (Arden Manor), Phillip Jarosz (Arden Manor), James Huffman (Skyline Village), Raye Steiner (Skyline Village), Pablo Tapia (Paul Revere), Antonia Alvarez (Lowry Grove)

## 2010

- President -Bev Adrian (At-Large)/Chris Lustig (Arden Manor)
- 1st Vice President -Chris Lustig (Arden Manor)/ Pat Therrien (At Large)
- 2nd Vice President -Pat Therrien (At Large)
- Treasurer -Paul Wissmiller (Lowry Grove)
- Secretary -Pat Freeman (Croix Estates)
- Board Members -John Freeman (Croix Estates), Duane Sheaser (Arden Manor), Phillip Jarosz (Arden Manor), Raye Steiner (Skyline Village), Paul Westveer (Bonnevista Terrace), Doug McNeil (Bonnevista Terrace), Doris Onstad (Paul Revere), Henry Miller (Apple Valley Estates), Leslie Ann (Fischer Gardens), Sylvia Caballero (Fischer Gardens)

## 2011

- President -Paul Wissmiller (Lowry Grove)/Leslie Ann (Fischer Gardens)
- 1st Vice President -Leslie Ann (Fischer Gardens)/ Emily Fuller (Fischer Gardens)
- 2nd Vice President -Sylvia Caballero (Fischer Gardens)/John Freeman (Croix Estates)
- Treasurer -Jacki DeVore (Arden Manor)
- Secretary -Doris Onstad (Paul Revere)/Gary Babcock (Arden Manor)
- Board Members -Duane Sheaser (Arden Manor), Raye Steiner (Skyline Village), Leonard Utecht (Skyline Village), Paul Westveer (Bonnevista Terrace), Doug McNeil (Bonnevista Terrace), Henry Miller (Apple Valley Estates)



# APAC Alumni Lists

## 2012

- President -Leslie Ann (Fischer Gardens)
- 1st Vice President -Emily Fuller (Fischer Gardens)
- 2nd Vice President -Sylvia Caballero (Fischer Gardens)/ John Freeman (Croix Estates)
- Treasurer -Jacki DeVore (Arden Manor)
- Secretary -Gary Babcock (Arden Manor)
- Board Members -Raye Steiner (Skyline Village), Paul Westveer (Bonnevista Terrace), Henry Miller (Apple Valley Estates)

## 2013

- President - Henry Miller (Apple Valley Estates)
- 1st Vice President - Gary Babcock (Arden Manor)
- 2nd Vice President - Emily Fuller (Fischer Gardens)
- Treasurer - Jacki DeVore (Arden Manor)
- Secretary - (unfilled)
- Board Members - Robert Johnson (Arden Manor), John Freeman (Croix Estates), Raye Steiner (Skyline Village)

## 2014

- President - Henry Miller (Apple Valley Estates)
- 1st Vice President - Gary Babcock (Arden Manor)
- 2nd Vice President - Emily Fuller (Fischer Gardens)
- Treasurer - Jacki DeVore (Arden Manor)
- Secretary - (unfilled)
- Board Members - Robert Johnson (Arden Manor), John Freeman (Croix Estates), Raye Steiner (Skyline Village)

## 2015

- President - Henry Miller (Apple Valley Estates) / Gary Babcock (Arden Manor)
- 1st Vice President - Gary Babcock (Arden Manor) / Emily Fuller (Fischer Gardens)
- 2nd Vice President - Emily Fuller (Fischer Gardens) / (unfilled)
- Treasurer - Jacki DeVore (Arden Manor)
- Secretary - (unfilled)
- Board Members - Barbara Dean (Arden Manor), William Dean (Arden Manor), Denise Bricher (Beaver Estates), Stephanie Ibarra (Madelia Mobile Village), Kathy Eich (Rambush Estates), Tom Lloyd (Rambush Estates), Ann Olsen (Tri-County), Mitchael Wenning (Tri-County), Eric Lee (3020 Estates)

## 2016

- President - Gary Babcock (Arden Manor)
- 1st Vice President - Stephanie Ibarra (Madelia Mobile Village)
- 2nd Vice President / Secretary - Denise Bricher (Beaver Lake Estates)
- Treasurer - Jacki DeVore (Arden Manor)
- Board Members - Barb Dean (Arden Manor), William Dean (Arden Manor), Emily Fuller (Fischer Gardens), Ann Olsen (Tri-County), Mitchael Wenning (Tri-County)

## **APAC CLT Board List**

### 1991 (Incorporated June 7, 1991)

- President-Cindy Olsen
- Vice President-Cindy Oberg (North Creek)
- Treasurer-Geri Pitts (Flamingo Terrace)
- Secretary-Charlie Pitts (Flamingo Terrace)
- Board Members-Bob Gravrok (Portland), Jan Kline (Whispering Oaks), Randy Tomsen (Whispering Oaks), Steve Walen

### 1992

- President-Cindy Olsen
- Vice President-Cindy Oberg (North Creek)
- Treasurer-Geri Pitts (Flamingo Terrace)
- Secretary-Charlie Pitts (Flamingo Terrace)
- Board Members-Bob Gravrok (Bloomington), Jan Kline (Whispering Oaks), Edward Landrum (Whispering Oaks), Randy Tomsen (Whispering Oaks)

### 1993

- President-Cindy Olsen
- Vice President-Cindy Oberg (North Creek)
- Treasurer-Geri Pitts (Flamingo Terrace)
- Secretary-Charlie Pitts (Flamingo Terrace)
- Board Members-Jan Kline (Whispering Oaks), Edward Landrum (Whispering Oaks), Randy Tomsen (Whispering Oaks)

### 1994

- President-Cindy Olsen
- Vice President-Cindy Oberg (North Creek)
- Treasurer-Geri Pitts (Flamingo Terrace)
- Secretary-Charlie Pitts (Flamingo Terrace)
- Board Members-Jan Kline (Whispering Oaks), Edward Landrum (Whispering Oaks), Randy Tomsen (Whispering Oaks), Bryan Wyatt (Minnesota Housing Partnership)

### 1995 (Inactive)

### 1996 (Dissolved)

## Membership Application

All Parks Alliance for Change is a non-profit, member-based organization of manufactured home park residents. APAC is the only organization of its kind in Minnesota. We need your support to continue to do work on your behalf. Your membership supports tenant advocacy, community organizing, housing preservation, and state policy advocacy.

As benefits of membership, you receive a subscription to APAC's newsletter "The Alliance" and any consumer guides prepared during the year. You also have the opportunity to take advantage of APAC's programs, resources, and hotline. Your support is greatly appreciated!

## Here's what other APAC members think...

## It's about staying informed

“Thanks to APAC’s community involvement, I was informed of the MN Statutes for mobile homes. This enabled me to recover some home equity losses, experienced due to not being able to sell my home in its place as provided for by the Statutes.”

## It's about community

“It’s about being a part of the family of homeowners who keep working to make people look at manufactured homes as the same as stick-built homes, so people can live there by choice and not face any judgment.”

## It's about creating positive change

“We can get rid of the negative images and have everyone see the fruit of our labor. I’m proud that we passed a state law- it made all the struggles over the years worth it.”

“It’s about winning legal justice for people residing in mobile home parks. We need to make the laws understandable, enforceable, and respected by park owners. I can’t wait to face the park owners in person and see what they have to say.”

## It's about being involved

**“I’m proud to be part of a group that was set up by people who know where I’ve been... As long as there are still issues that need to be, I am going to stay involved.”**



## *APAC Income and Expenses for 2016*

### **INCOME**

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Foundation Grants	\$81,000.00
Staffing Grants	\$12,312.50
Program Service Contracts	\$3,000.00
Membership Dues	\$1,350.00
Fundraising Events	\$2,345.00
<b>TOTAL INCOME</b>	<b>\$100,007.50</b>

### **EXPENSES**

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Salary & Wages	\$73,630.00
Fringe Benefits	\$6,773.63
Office & Equipment Rental	\$4,305.00
Supplies & Postage	\$1,870.00
Printing & Copying	\$1,268.92
Telecommunications	\$1,917.24
Travel & Mileage	\$3,200.00
Miscellaneous Expenses	\$3,960.27
<b>TOTAL EXPENSES</b>	<b>\$94,695.06</b>

## *Acknowledgement of Supporters*

APAC's board of directors and staff would like to thank residents and community supporters who have become APAC members, and fundraising contributors through events such as our annual Bowling for Affordable Housing.

***We would like to thank the following organizations for their support in 2016:\****

F. R. Bigelow Foundation

Christian Sharing Fund

Greater Minnesota Housing Fund

Higher Education Consortium for Urban Affairs

Initiative Foundation

Minnesota Star Bar Foundation

North Dakota Consensus Council

Otto Bremer Trust

St. Paul Foundation

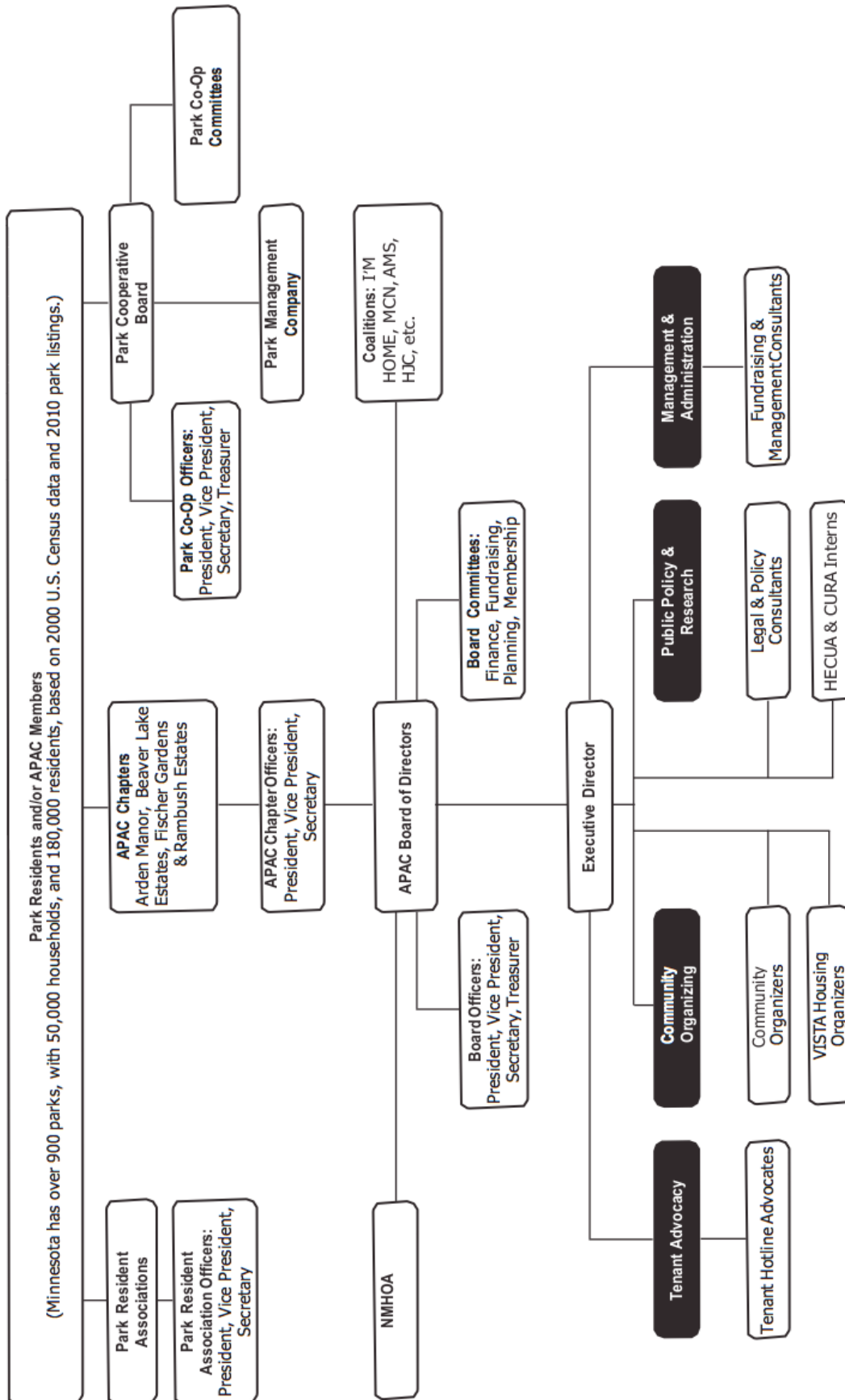
Unitarian Universalist Funding Program

***We would also like to express our gratitude to those who have made additional contributions to support the 35<sup>th</sup> anniversary event:  
Tami and Jeff Diehm ▪ Jono Cowgill ▪ Dave Anderson***

*\*Note: Some support was received in 2015 for use, in part, in 2016*



# APAC Organizational Chart



# Congratulations APAC!

**We Look Forward To The Next 35!**



*HJC is a Public Interest Legal Advocacy Organization Working  
to Preserve and Expand the Supply of Affordable Housing,  
both in Minnesota and across the country.*

*For more information, please visit: [www.hjcmn.org](http://www.hjcmn.org)*

**Heley Duncan & Melander and  
Valerie Sims** salute APAC for 35  
years of hard work on behalf of  
park residents!

**Heley Duncan  
& Melander PLLP**

When you are looking for an attorney,  
turn to someone you can trust.

*Manufactured Housing • Litigation • Trials*

**Contact Attorney Valerie Sims**

952-841-0001 • [vsims@heleyduncan.com](mailto:vsims@heleyduncan.com) • 866-841-0080



# WE OWN IT!



Colonial Estates



Hillcrest



Turnpike Park



Oak Hill



Dexter Oaks

ROC USA® and our affiliates help homeowners in manufactured home communities become land owners. We've been helping them come together to purchase and manage their neighborhoods as cooperatives for more than 30 years. Today, almost 12,000 households in 192 communities in 14 states know they'll never be forced to move. They have a vote in neighborhood improvements and lot rent, and have access to discounts and education through an online community center. When your community is for sale, let's work together to see if resident ownership can work for you!

[www.rocusa.org](http://www.rocusa.org) • [www.myROCUSA.org](http://www.myROCUSA.org) • (603) 513-2791 • [info@rocusa.org](mailto:info@rocusa.org)

***Thanks to all who  
helped make this a  
wonderful 35 years!***



**All Parks Alliance for Change (APAC)  
2380 Wycliff Street, Suite 200 • St. Paul, MN 55114  
(651)-644-5525 or (866)-361-2722 • Fax: (651)-523-0173  
Email us at: [info@allparksallianceforchange.org](mailto:info@allparksallianceforchange.org)  
Find us online at: [www.allparksallianceforchange.org](http://www.allparksallianceforchange.org)**