



20

Minneapolis Public
Housing Authority

Years of Firsts

Expanding Horizons
Exceeding Expectations
Achieving Excellence 1991-2011

The mission of the Minneapolis Public Housing Authority (MPHA) is to promote and deliver quality, well-managed homes to a diverse low income population and, as a valued partner, contribute to the well-being of the individuals, families and community we serve.



Expanding Horizons
Exceeding Expectations
Achieving Excellence



TABLE OF CONTENTS

Message from Mayor R.T. Rybak	4
MPHA Board of Commissioners	6
Message from Executive Director Cora McCorvey	9
Early History of Minneapolis Public Housing: 1930s – 1980s	11
1930s – 1940s	12
1950s – 1960s	14
1970s – 1980s	16
Twenty Years of Independence: 1991 – 2010	19
1991 – 1992	22
1993	24
1994 – 1995	26
1996 – 1997	28
1998	30
1999	32
2000 – 2001	34
2002	36
2003 – 2004	38
2005	40
2006 – 2007	42
2008	44
2009	46
2010	48
The Future is Now	50

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H*ubert Humphrey once said, 'the moral test of government is how that government treats those who are in the dawn of life, the children; those who are in the twilight of life, the elderly; and those who are in the shadows of life, the sick, the needy and the handicapped.' The Minneapolis Public Housing Authority has surely passed that test."*



R.T. RYBAK, MAYOR OF MINNEAPOLIS

The strength of Minneapolis lies in the remarkable values of its people. If you want to see those values, look to our neighborhoods; and if you want to see some of Minneapolis' most remarkable values, remarkable neighborhoods and remarkable people, look up — to our neighborhoods in the sky.

These are the neighborhoods of the Minneapolis Public Housing Authority. As mayor, I have been privileged to spend much time with the inspiring and wonderful residents of these strong and vibrant communities that enrich our entire city. I cherish their values and the lessons I have learned from them.

I am also gratified that the neighborhoods of the Minneapolis Public Housing Authority are both welcoming and well-run. We must hold our communities to the standard of being both compassionate and effective, focused on improving people's opportunities in life with the best, most efficient practices. The Minneapolis Public Housing Authority shows Minneapolis residents of every neighborhood how it can be done.

My predecessor as mayor, the great Minnesotan and American Hubert Humphrey — whose 100th birthday we celebrate this year — once famously said, "The moral test of

government is how that government treats those who are in the dawn of life, the children; those who are in the twilight of life, the elderly; and those who are in the shadows of life, the sick, the needy and the handicapped."

The Minneapolis Public Housing Authority has surely passed that test.



Mayor R.T. Rybak
City of Minneapolis



MPHA BOARD OF COMMISSIONERS



F. Clayton Tyler – Chair



Matthew Gerard – Resident Commissioner



Cara Letofsky



Charles T. Lutz – Vice Chair



Steven Minn



Daisy Nguyen



Craig Pederson



Darlene Rogers – Secretary,
Resident Commissioner



Stephen Yanisch

F. CLAYTON TYLER, MPHA BOARD CHAIR

As the new chair of the MPHA Board of Directors, I am proud to join an organization with a rich history of serving the citizens of Minneapolis. The past twenty years are a testimony to the hard work, dedication and vision of the MPHA Board and staff. I am committed to affirming the dignity of those we serve while maintaining a fiscally prudent and stable organization.

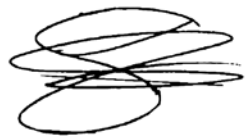
While new to the MPHA Board, I am no stranger to public housing. For me, the mission of public housing is personal. My father lived in the original Sumner Homes. Now, he, my sister and aunt make their home at MPHA. I can attest to the quality of housing and services provided through MPHA. I intend to ensure our housing and services are maintained at high standards.

As Chair of the MPHA, I have identified four goals which I want to pursue:

- 1) I want our agency to continue to provide housing with dignity for lower-income families in our community.
- 2) The housing provided through MPHA should be safe and secure and residents be in a position to contribute to the stability and well-being of their neighborhoods.
- 3) MPHA should provide opportunities for housing and employment for those seeking a second chance.
- 4) MPHA should work to ensure that our contracting, business and employment activities provide full opportunity to protected class citizens and small and underutilized businesses.

I have served on the Board of the Minneapolis Urban League and worked with other organizations whose mission is to combat discrimination and work to improve the opportunities of the disenfranchised. I am committed to ensuring our hiring practices and our contracting practices make full utilization of the many talented, skilled and committed women and minority-owned businesses in our community. Our workforce and those working on our construction projects should reflect the diversity of our community.

MPHA begins the next 20 years with a firm foundation to address future challenges. Diminishing revenues, an aging population, an aging housing stock and a more vulnerable and needy population require MPHA to be clear in its mission yet able to adapt quickly to change. I am excited to be part of the future of MPHA; a future built on a solid foundation, a history of service, a commitment to serving our citizens, and with an eye towards the future.



F. Clayton Tyler
MPHA Board Chair



F“For me, the mission of public housing is personal. My father lived in the original Sumner Homes. Now, he, my sister and aunt make their home at MPHA. I can attest to the quality of housing and services provided through MPHA.”

MPHA EXECUTIVE STAFF



Cora McCorvey
*Executive Director/
Chief Executive Officer*



Dennis Goldberg
*Deputy Executive Director/
Chief Operating Officer*



Tim Durose
*Deputy Executive Director/
Chief Financial Officer*



Emilio Bettaglio
*Deputy Executive Director/
Facilities and Development*



Mary Boler
*Managing Director of Low
Income Public Housing*



Cheryl Borden
*Managing Director of Section 8/
Housing Choice Voucher Program*



Bob Boyd
*Director of Policy and
Special Initiatives*



Carol Kubie
General Counsel



Kenneth Parsons
Senior Attorney



Evelyn LaRue
Director of Resident Initiatives



Shabbir Yusufali
Director of Information Technology



Susan Norby
Manager of Human Resources/EEO



Susan Seel
Assistant to the Executive Director



Paula Sotelo
Confidential Administrative Assistant



James Henry
*Assistant Director of
Maintenance Operations*



Mary Wheeler
Director of ARRA Implementation



Larry Bruckner
Manager of Procurement

CORA MCCORVEY, EXECUTIVE DIRECTOR AND CEO

It is hard to believe that we are commemorating the 20th Anniversary of the Minneapolis Public Housing Authority (MPHA) as an independent agency and my appointment as the agency's first executive director.

When I took on the mantle of leadership at MPHA, one of the first goals I set was to rebuild and transform MPHA into an organization that was capable of undertaking the important roles and responsibilities assigned to us, and to do so in an effective and responsible manner. I knew and understood that MPHA was then an 'At Risk' agency under a very real threat of a federal takeover. I also knew that the path to transformation would require some of the most difficult and important work of my career, and required the efforts of a dedicated, talented, creative, and compassionate staff with whom I would be sharing this work.

Transforming MPHA's management systems and operations was difficult and challenging. But throughout this process, our board and staff were intentional in our decision making, deliberate and thoughtful in our actions, and focused on our goals. Our work has not gone unnoticed: We achieved HUD's highest recognition as a 'High Performer' in both of our core housing assistance programs. We built a stellar reputation among our colleagues at home and across the nation as a leading provider of safe, decent and affordable housing. We established ourselves as a key community partner in enhancing the quality of life for the most vulnerable members of our community.

The work we have been privileged to do continues to be vitally important. Dignity in housing is the bedrock upon which a rich, productive, and meaningful life is built. I love my work and I am proud of what we have been able to accomplish together. I look forward to meeting the challenges that lie ahead of us!



Cora McCorvey
MPHA Executive Director



*Dignity in housing is
the bedrock upon which
a rich, productive, and
meaningful life is built.”*

30s
EARLY HISTORY OF
MINNEAPOLIS PUBLIC HOUSING
TO 80s

NATIONAL HOPE RISES FROM ECONOMIC RUIN

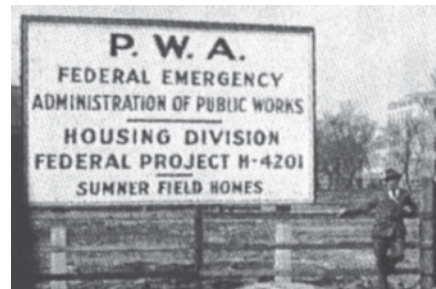
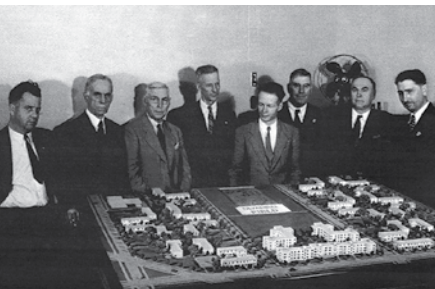
In Minneapolis, It All Began With Sumner Field

1930s

The Great Depression of the 1930s wreaked havoc on the country's economy. Amidst this chaos, the federal government crafted the nation's public housing program – clearing city slums to build new housing, create new jobs, and bring new hope to cities desperately needing and seeking it. And in Minneapolis, hope arose with the opening of Sumner Field Homes.

President Franklin D. Roosevelt (FDR) signed the U.S. Housing Act in 1937, concocting the concept of constructing federal public housing as a cornerstone to his “New Deal” program to hasten economic recovery nationwide. In Minneapolis, this new program took root in Sumner Field Homes, the first public housing development in the city and state. To make room for these 464 new housing units, families were relocated and the old, dilapidated housing existing on the site was demolished – foreshadowing a future landmark first in the city's public housing to come more than six decades later.

With nearly \$4 million invested in the project, fed and local officials broke ground to build Sumner Field Homes with 464 housing units in 1936. Just days before Christmas 1938, the first families moved in. Way back then, public housing professionals dedicated to ensure families had decent, affordable places to call home were already expanding horizons, exceeding expectations and achieving excellence in a long tradition of public housing “firsts” for Minneapolis and its residents.



THE DECADE FEDERAL PUBLIC HOUSING BECAME LOCAL

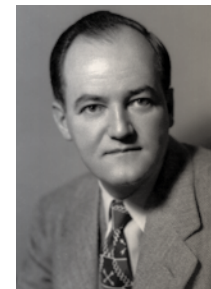
Hubert H. Humphrey, An Iconic First

1940s

Ten years after public housing came to Minneapolis as a federally owned and operated program, city leaders transitioned public housing to local control. Then Mayor Hubert H. Humphrey (later to become a U.S. Senator and U.S. Vice President) championed the cause, adding another historic first to his career of advancing equality, fairness and opportunity for all citizens.

In public housing's first decade, the federal government built, owned and managed public housing developments until state and local government bodies were ready to take control. The Minnesota State Legislature adopted the Municipal Housing & Redevelopment Act in 1947 enabling local jurisdictions to establish their own public housing and community development agencies to own and operate public housing. Months later, Humphrey did just that, creating the Minneapolis Housing and Redevelopment Authority (MHRA) and appointing its first board of commissioners.

The agency assumed the reins of the city's public housing program by hiring its first executive director, Edmond Hoben, in 1948. With the agency's first staff hired in 1949, MHRA – the initial predecessor agency to MPHA – prepared to launch an era of great growth and expansion for the city's public housing in years to come.



A HOUSING BOOM WITH FAMILIES FIRST

Glenwood-Lyndale, Glendale Dominate Decade's Growth

1950s

With 15 years gone by since the city's first units came on the scene at Sumner Field, Minneapolis rapidly expanded its public housing stock from 1952-1959, nearly all of it designed for families with children. This phenomenal growth in housing for low-income families reached into southeast Minneapolis, and further concentrated public housing on the city's near northside.

The Minneapolis Housing & Redevelopment Authority (MHRA), asserted itself during the 1950s by using millions of dollars in federal funding to build hundreds of new public housing units – the first such units driven entirely by city planning and development efforts. MHRA constructed 184 units creating the Glendale community in the Prospect Park Neighborhood near the University of Minnesota – and some 40 years later, Glendale became the city's first and only public housing development to also be home to an Early Childhood Family Development Center (Head Start), built by MPHA in 1995.

MHRA gained ownership of Sumner Field Homes in 1958 from the federal government, and by the next year, MHRA added hundreds of new units adjoining Sumner Field including the Glenwood-Lyndale development – the largest urban renewal project of its kind and in its time in the country. Unlike the old “row house” design style of Sumner Field, these were more modern “townhouse” homes. But by significantly adding to the concentration of public housing units on Minneapolis’ near northside, the city planted the seeds that grew into historic firsts in public housing both 40 and 50 years later – the *Hollman* housing segregation lawsuit in 1992, and the birth of Heritage Park in 2002.



PUBLIC HOUSING EXPANSION SOARS SKYWARD

Highrise Housing Goes Up Citywide

1960s

Minneapolis public housing went vertical in the '60s when MHRA built more than two dozen large apartment building complexes – often referred to as “Humphrey Highrises.” The city’s public housing inventory grew to 4,200 units, and included another significant first in family housing.

Public housing construction leaped upwards again over the next 10 years, this time evolving into the creation of apartment homes for low-income adults in 28 highrise apartment buildings in neighborhoods across the city by decade’s end. Minnesota Senator Hubert Humphrey advocated strongly in Washington, D.C., for federal funds to fuel this new direction in public housing development, and many locals tagged his name to the overall effort.

From the facilities at 600 18th Avenue North on the northside, The Elliot Twins on the edge of downtown, the Cedars in the West Bank neighborhood, and the “Fifths” on the city’s southside, these highrises were originally intended to primarily be for older adults – borne of the concept to allow low-income seniors the choice to “age in place” with quality, affordable retirement rental housing in a range of city locations. In 1968, Minneapolis achieved a local first, becoming one of the first cities in the entire country to implement a “scattered-site” family housing program. And in the middle of the decade, President Lyndon Johnson and Congress consolidated all federally-subsidized housing programs under a new executive level cabinet department in Washington, the Department of Housing and Urban Development (HUD).



AN EPOCH DECADE – PLACES & FACES

Highrise Horizons Heralded, Family Housing Flourishes

1970s

Minneapolis public housing completed its burgeoning highrise construction by mid-decade, marking its prominent city presence with 42 highrises dotting the skyline — and with some of these places, came the names of famous faces. At the same time, housing opportunities for families increased significantly by growing an existing program, and introducing a revolutionary new one.

An epoch time climaxed with the dust settling from 15 years of building highrise apartment facilities that spanned the community. It was a golden age of creating homes for those reaching their golden years. Some places took on the names of leaders making a difference in public housing. Horn Towers in the Lyndale neighborhood was named after the longest serving MHRA board chair, Charles Horn. The 314 Hennepin Avenue highrise would later be christened in honor of the agency's first African American employee, Archie Givens Sr.

The family housing landscape showed the most dramatic expansion ever. Hundreds of new scattered-site homes were developed through acquisition and rehab. In 1974, MHRA jumped to the forefront among the housing authorities in the nation to introduce a Section 8 rental assistance program. For the first time, families could now secure rental assistance to seek and find decent, affordable housing in the private market, with a greater range of location choices.



MODERN PUBLIC HOUSING EVOLVES

New Agency, New Homes, New Resident Participation

1980s

The 1980s proved to be a fluid scene of activity across the public housing spectrum – from the agency's administration, to how family homes were developed, to an outpouring of initiatives through which residents participated in their public housing communities. All told, this decade set the stage for the most significant first in public housing ever that would come 10 years later – the formation of an independent agency.

Nearly 35 years after former Mayor Hubert Humphrey and the city council launched MHRA, in 1981, Mayor Donald Fraser and the City Council merged the organization with Minneapolis Industrial Development Commission to form a new agency for the modern times – the Minneapolis Community Development Agency (MCDA). Then in 1986, the City appointed the first public housing board of commissioners to govern the department established as the Minneapolis Public Housing Authority (MPHA). And from the ranks of the staff leadership at that time, rose the woman who would later lead the transformation of public housing starting in the 1990s – Cora McCorvey.

After introducing and expanding its scattered-site family housing through the acquisition and rehab of existing homes, public housing now turned to constructing new homes, starting with the ambitious effort of building 25 new houses in 1982 alone. In addition, record numbers of families lined up to apply for available Section 8 certificates. Residents uniting and coming together reached new levels in the '80s, especially among the more than 5,000 highrise residents. Local corporations “adopted” highrises to engage with residents in community activities. Residents organized volunteer crime watch patrols to “look out” for each other. And the daily resident task of “laundry-doing” innovated into a national award-winning project of resident council fund-raising and community building.



1991
TWENTY YEARS OF INDEPENDENCE
TO 2010

1990s – 2000s

CREATION & TRANSFORMATION OF MPHA

After 44 years of its ancestor agencies, the **Minneapolis Public Housing Authority** becomes an independent city agency – MPHA.

MPHA implemented **new programs and initiatives** that still thrive today to **improve housing quality, preservation and choices** for a diverse population.

The landmark ***Hollman* federal housing lawsuit** was filed against MPHA and other agencies; settlement reached; and mandated responsibilities fulfilled.

MPHA transformed its public housing and Section 8 programs into industry **“High Performers”** – ranking in the top echelon of the nation’s 3,200 housing authorities.

Leaders Announce Hollman Lawsuit Settlement at January 13, 1995, News Conference

*1710 Plymouth –
First Comprehensive
Housing Rehab Project*



The Bryants Came Down in '97, Heritage Commons On Ponds Edge Arose in '06

Our perspective

Public housing

Take pride in two top-ranked agencies

Ask most Twin Citians to name the metropolitan area’s biggest assets, and healthy public housing won’t rank high on their lists — if it’s mentioned at all. But the public housing agencies of Minneapolis and St. Paul are at the top of performance rankings calculated by the Department of Housing and Urban Development in Washington, for reasons that should be points of pride and gratitude in both cities.

The Minneapolis Public Housing Authority posted a score of 96.25

That was roughly the same time the housing authority was granted independence from the Minneapolis Community Development Agency and went to work on overhauling its management structures and operating systems. It also began about \$100 million in capital improvements throughout the 6,300 housing units it operates — including projects in each of the 40 high-rises that form the system’s core. Meanwhile, the agency grappled with the impact of the \$117 million settle-

Heritage Commons

Star Tribune Praises MPHA



MPHA's

First 20 Years

1990s – New Beginnings

'At Risk' To 'High Performer'

Seniors Housing and Assisted living

Self-Help and Section 8 Home Ownership

Hollman Consent Decree and Energy Management

Police Enforcement Team and Project Lookout – Security

2000s – Strategic Planning and New Revitalized Communities

New Website – DVD Vouchers and 'Project Based' Section 8 Program

Customer Service – New Senior Highrise – Conversion to Asset Management

Section 8 'High Performer' – American Recovery and Reinvestment Act Funding

Energy Fair – Energy Performance Contract – Project Lookout Twenty Years Old

Minneapolis Public Housing Authority Celebrates Its 20th Anniversary As An Independent Agency

*"Human progress is neither automatic nor inevitable...
Every step toward the goal of justice requires sacrifice,
suffering, and struggle; the tireless exertions and
passionate concern of dedicated individuals."*

– Martin Luther King, Jr.

20 YEARS OF FIRSTS / A NEW BEGINNING

A Fresh Start, Daunting Challenges, New Opportunities



1991

After 44 years as a division of larger predecessor agencies in which community development often took precedence and priority, public housing prepared to stand and perform on its own.

Setting the stage for change in August 1990, city leaders – led by Mayor Don Fraser and City Council President Sharon Sayles Belton – laid the groundwork for the Minneapolis Public Housing Authority (MPHA) to become an independent agency, officially declared in April 1991. Cora McCorvey took the helm as the agency's first woman and first African-American executive director, and Richard Brustad was appointed chair of the board of commissioners. Under their leadership, MPHA secured new headquarters at 1001 Washington Avenue North, established a new organizational mission and structure, and began revamping operating systems to address long-standing

problems. The agency faced incredible challenges. The United States Department of Housing and Urban Development (HUD) had rated the agency as “At Risk,” presenting the potential for a federal take-over. HUD also threatened to withhold millions of dollars in housing renovation funding, though it had approved a large federal grant to help the newly-born agency bolster its security program. This historic first paved the way for success as step-by-step, MPHA transformed itself in the following years to become one of the nation's premier public housing authorities.

SIGNE BURCKHARDT MANOR

A New Horizon Dawns in Seniors Living – Linking Housing with Services



MPHA recognized partnership and collaboration as critical components in addressing the needs of its residents. In October 1992, the agency celebrated the opening of Signe Burckhardt Manor as the first public housing assisted living center in Minneapolis and the state of Minnesota.

1992

After years of working to assemble all the necessary components – from capital funding to securing a delivery mode for a service-enriched living environment – MPHA proudly christened its highrise at 2533 1st Avenue South in honor of Mrs. Signe Burckhardt, a long-time community activist and advocate for human rights and relations. The 42-apartment facility still features today the full range of assisted living services for older and disabled residents. MPHA earned national recognition and honors for the facility –

including the visit of congressional and industry leaders to see Signe Burckhardt Manor's excellence firsthand. MPHA built on the success of this venture by establishing the first 'slot based' public housing assisted living program in the nation, allowing seniors to receive services without having to move from their homes. MPHA won a national Award of Excellence for this program. Today, MPHA and its partners operate nine assisted living and housing with services programs.

MPHA ACHIEVES EXPECTATIONS FOR SENIORS

MPHA Board Approves Housing Choice for Older Adults



1993

Public housing's 42 original highrises were designed and built to provide housing primarily for low-income seniors. Times, changes in government regulations and shifts in demographics opened the doors to MPHA's highrises to low-income persons of all ages. What didn't change was MPHA's recognition of both the desire and need for older adults to live with their peers. MPHA made a commitment to bring back this opportunity.

It literally took an act of Congress to bring this about. Then U.S. Congressman Martin O. Sabo (Minnesota 5th District), with the encouragement and support of MPHA leaders and its residents, worked tirelessly to get his colleagues in the nation's Capitol to adopt the Cranston-Gonzalez Act of 1992. This legislation permitted housing authorities to designate some of their housing developments for older adults.

One year later, in 1993, after extensive community outreach, consultation with residents and service providers, and meticulous planning by staff, MPHA's Board of Commissioners

unanimously approved the agency's first-ever elderly housing plan. MPHA was one of the first two housing authorities in the country to do so. With all systems now in place and HUD approval finally secured, MPHA implemented the plan in January 1995.

MPHA's actions, that led to the passage of the law, and subsequent implementation of its Senior Housing Plan in 1993, was cheered by thousands of the city's older residents desiring safe, quality and affordable housing. It provided both a model and a benchmark for the agency's 20 years of expanding horizons, exceeding expectations and achieving excellence.



*"We come together to celebrate these
wondrous times in our lives..."*

‘SELF HELP’ PROGRAM

Pilot Resident Employment Idea Put to Work



1994

In a pioneering move to forge new resident opportunities, provide them with modest but meaningful employment experience, and enhance the living environment at its housing properties, MPHA launched this new initiative that worked for both the agency and residents.

This idea that turned into an innovative new program that helped meet needs of both public housing residents and the MPHA, came about from asking three simple questions: How could MPHA respond to resident needs for income in a way that could also assist the agency? Could the agency create meaningful work experience opportunities for residents? How could MPHA structure this approach in ways that could support some of its maintenance and administrative needs?

One answer satisfied all three questions, a resident ‘Self Help’ program with work experience activities related to needs of the agency. This program was established in 1994.

MPHA recruited residents in buildings throughout the city, provided them with tools, coordinated efforts with property management staff and put residents to work completing basic, but essential tasks that contributed to cleaner, better-kept apartment facilities and grounds. This program grew from several dozen residents to include hundreds and expanded from just housekeeping-oriented tasks to also focus on MPHA’s administrative and clerical needs. Residents are paid a stipend that does not count against their income in determining rent. A win for the residents. A win for MPHA.

LANDMARK FEDERAL LAWSUIT SETTLED

Hollman Consent Decree Signed



In a move that would literally change the landscape of public housing, parties to the Hollman vs. Cisneros lawsuit reached a landmark settlement that would bring more than \$100 million to Minneapolis to replace decades-old, deteriorating housing with new homes and new communities for families to live.

1995

On January 13, 1995, MPHA, city leaders and Congressman Martin Sabo came before a city hall conference room packed with local media and announced, “done deal.” After nearly three years of negotiations, the defendant parties – including HUD, MPHA, the City of Minneapolis and the Metropolitan Council – settled with the Legal Aid Society and NAACP in a lawsuit that alleged historical patterns of concentrating family public housing in the city, and segregating low-income residents in an area mainly on the city’s near northside. The Fourth Federal District Court in Minneapolis approved the settlement by signing the Hollman Consent Decree. The lawsuit was a one of the first of its kind in the history of public housing and its settlement among the most effective. The implementation

of that settlement over the following decade became truly historic. It entailed demolishing 770 affordable housing units, primarily located in the Sumner Field, Olson and Glenwood-Lyndale projects; replacing some of that housing on site in a new, mixed-income community (Heritage Park); developing other replacement housing through private partnerships in suburban communities through the Metropolitan Housing Opportunities Program (MHOP); creating a non-profit clearinghouse on affordable housing for the entire metro area (HousingLink) and providing an additional 900 Section 8 vouchers for low-income families to utilize. MPHA fully achieved its responsibilities under the Consent Decree.

MPHA LOCAL COLLABORATIVE EARNS NATIONAL AWARD

Residents, Police and Community Unite for Public Good



1996

The 1990s concept of community policing and neighbors uniting for the common purpose of enhancing public safety inspired a new MPHA security strategy that garnered highest honors from the nation's largest association of public housing and community development leaders.

In 1996, the National Association of Housing and Redevelopment Officials (NAHRO) in Washington, D.C., bestowed its highest recognition, Honor for Excellence award, to MPHA for its unique approach to bringing together those who best know how to improve public safety. MPHA's alliance with public housing residents, their community neighbors and the Minneapolis Police Department (MPD) clearly made a difference in the eyes of NAHRO when it determined this program belonged in an elite category of successful programs in cities nationwide. More importantly, this community-based initiative made a difference in the eyes of Minneapolis residents helping them feel safer in their homes and neighborhoods.

Public housing residents, via their own Project Lookout volunteer crime watch patrols, united with MPD precinct officers to share ideas, concerns and strategies for creating safer living environments. There were vigorous discussions on how to achieve these goals, but solidarity in the commitment to get the job done. The power of this initiative was confirmed in NAHRO's selection of MPHA's residents-community-police partnership as meriting national role model status.

MPHA DESIGNATED 'HIGH PERFORMER' AGENCY

HUD Performance Rating Ranks MPHA in Country's Top Three Agencies



When MPHA became an independent agency in 1991, HUD had identified the agency as 'At Risk' and under threat of a federal take-over. In a few short years, MPHA demonstrated how independence, leadership and effective partnership together produce transformation.

1997

The federal government takes a very serious look at how well, or not-so-well, the nation's 3,200 public housing authorities operate. Every year public housing authorities are assessed and graded based on a comprehensive set of criteria involving critical areas of their operations. HUD uses a strict evaluation process to determine accurate grades and overall rankings. When MPHA started out as an independent agency in 1991, it scored poorly and was labeled 'At Risk.' Over the intervening years, the agency pushed, stretched and challenged itself. The efforts paid off. In 1997, MPHA achieved an overall score of 96 out of a possible 100 and attained industry 'High Performer' ranking for the first time. In large cities nationwide, only San Antonio and Seattle scored higher.

MPHA's high grades in housing quality, resident services, financial management, occupancy and other areas assessed by HUD confirmed the transformation that was taking place throughout the agency. The policies enacted by its board, the leadership of its new executive director, the work of its employees and its partnerships with residents and other key constituencies was working. The agency and its employees felt great pride. What really counted is the difference they made for the thousands of residents and larger community that MPHA serves. The 'High Performer' ranking achieved in 1997 wasn't just a blip on the radar — MPHA has retained annual 'High Performer' grades every year since then.

‘MOVING HOME’ TO OUR VERY OWN HOUSE

Section 8 Homeownership Program Opens New Doors



1998

A family sees their new home, looks around it with wonder and knows their dream has come true. An idea conceived and brought to fruition through an innovative new program, ‘Moving Home’ – a local, state and national first.

Since HUD first began the Section 8 assistance program for lower-income families 25 years earlier, program participants utilized subsidies to find affordable housing in the private rental market. This novel approach opened the door for families to pursue wider choices in places to live. In 1998, MPHA expanded upon that idea by developing a new program, ‘Moving Home,’ that allowed families to use their Section 8 assistance toward the purchase of a home. Instead of money going to a private landlord, it could be used to help with mortgage payments.

MPHA created this innovative opportunity after achieving national ‘Moving To Work’ status granted to the agency by HUD, based on new public housing legislation adopted by

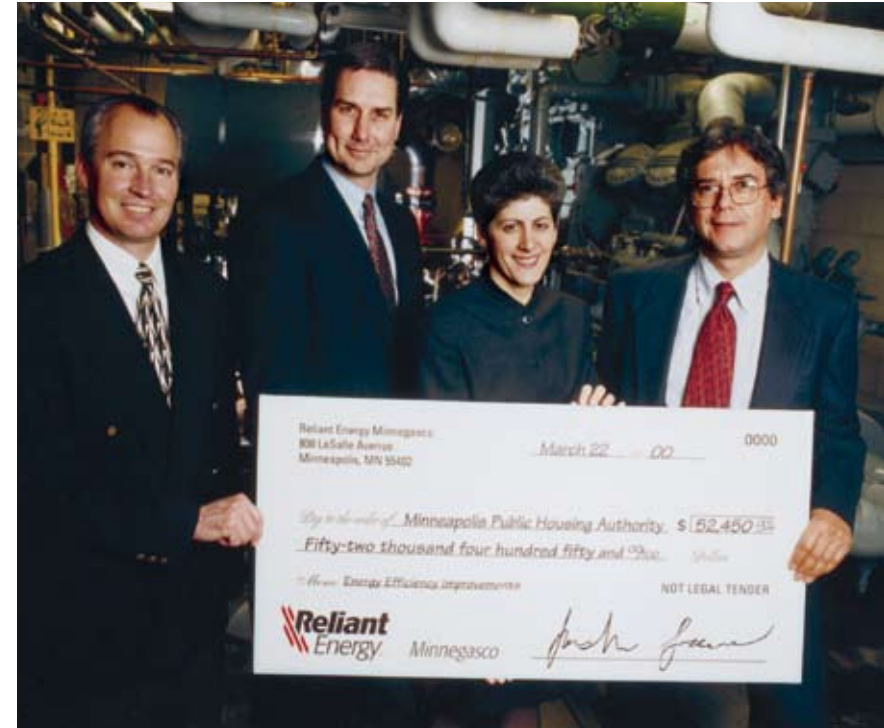
Congress. MPHA assembled the components to the ‘Moving Home’ program and paved the way for the use of Section 8 rental assistance to purchase a home – including participation in the agency’s Family Self-Sufficiency program, homeownership counseling, down payment and closing costs assistance and the cooperation of participating lenders. Nearly 100 families knocked on this new door of homeownership opportunity in the program’s first year, with 21 families successfully purchasing a home under this program. ‘Moving Home’ became MPHA’s second homeownership program, along with the HOME (Home Ownership Made Easy) program for both public housing and Section 8 families kicked off in 1993. Since that year, 192 families have purchased homes under MPHA’s homeownership programs.

*"Family is the foundation
on which we build our home..."*



PUBLIC HOUSING EXPANDS METRO WIDE – MPHA GOES GREEN

Suburban Living Opportunities and Energy Savings Realized



1999

For the first time in history, MPHA expanded housing horizons from just in Minneapolis to include suburban communities. MPHA also achieved huge cost savings with its new energy management initiative. Both programs exceeded expectations, and earned 1999 achievement awards from the National Association of Housing and Redevelopment Officials (NAHRO).

MPHA's impact on family living environments geographically changed through a series of collaborations that launched the Metropolitan Housing Opportunities Program (MHOP). Partnerships with the Metropolitan Council, Family Housing Fund, Minnesota Housing Finance Agency and Twin Cities suburban jurisdictions – from Carver County in the southwest metro region to Washington County in the northeast; from the city of Minnetonka in the west metro to Woodbury in the east – enabled new affordable homes to be developed. Low-income families from Minneapolis and metro area jurisdictions exercised new housing choices. MHOP partners created 482 new affordable housing units in suburban communities, achieving yet another milestone in the *Hollman* lawsuit implementation.

MPHA's impact on the city's eco-environment also changed when the agency engineered new ways to better control energy and utility usage. Through its Energy Savings Contracting Opportunities (ESCO) program, MPHA completed a citywide feasibility study, designed and developed new specifications for facility systems, and executed a comprehensive capital improvements strategy, installing these state-of-the-industry techniques. MPHA slashed water and electricity usage, and reduced utility costs by more than \$1 million in the first 18 months, and earned a \$52,450 rebate from Reliant Energy. This success set the stage for new and larger energy performance efforts in the future.



*“Opportunities abound when partnership
and creativity converge...”*

ROADMAP TO NEW HORIZONS, EXPECTATIONS AND EXCELLENCE

MPHA Adopts First Annual Agency Plan and Five-Year Strategic Plan



2000

At the end of its first decade as an independent agency, MPHA recognized from its earlier successes that sustained achievement required both planning and strategic processes. The agency set its sights on the new decade coming. Facing new challenges and seeing additional opportunities on the horizon, MPHA prepared to move forward by adopting a new mission and engaging in both HUD-required and MPHA-inspired planning processes that would guide the agency into the 21st century.

Moving from an 'At Risk' to a 'High Performer' agency while managing thousands of housing units, administering thousands of Section 8 certificates and vouchers, and meeting the daily affordable housing needs of some 21,000 people, left scant little time for MPHA to stop and take a breath. Yet, with a keen eye for change and an ability for overcoming challenges, MPHA recognized the need to look into the future. The agency invested in two critical, first-time planning processes in 2000 to set its future course. Culling ideas and input from all its primary audiences – including residents, service providers, community organizations, advocates, employees and others – MPHA drew up

a blueprint for the next five years of action by adopting a new strategic plan that refined its focus through establishing a new mission and setting specific goals.

In addition, HUD now required housing authorities to conduct and submit for review a complex stratagem document called the "Annual Agency Plan." With program and activity reporting, monitoring and action-forecasting components incorporated, MPHA again reached out to its key constituencies – especially residents and resident organizations – and amassed a trove of feedback that helped shape and complete the plan.

MPHA EMERGES ON THE WORLD WIDE WEB

Agency Launches Internet and Intranet Sites



MPHA expanded its communications horizon when the agency constructed its first-ever Web site in 2001. Long-using more traditional avenues to establish its reputation as a first and best information source for affordable housing resources in its domain, MPHA adopted this technological advancement to better meet 21st century business and lifestyle needs.

2001

With a flip of the switch – www.mphaonline – went “live, 24/7” in November 2001, allowing audiences near and far to visit the agency and research information about its myriad programs and services around the clock – whether they are at their offices, homes, public libraries or in other places via the Internet. MPHA currently attracts approximately a quarter-million hits per year on its Web site.

MPHA's Web site serves as an E-Age reservoir of information, news and key documents readily available to residents, applicants, job seekers, service providers and partners, public agencies and officials, industry colleagues, news media and the general public. People

entering the site can virtually see and tour MPHA housing facilities, get the latest news, access reports and documents and learn more about what's going on in the agency's daily world that is of interest to the agency's many audiences, as well as find links to related resources. Access to the Web spurred additional innovations in technology for the agency, including: integrated e-mail, voicemail and faxes that allow all electronic media to be reviewed from the computer terminal. In October, 2006, MPHA also implemented an Intranet component that streamlined internal processes and made employee communications more immediate and efficient at the same time.

HERITAGE PARK OPENS – A NEW HISTORY BEGINS

First Families Move in before the Holidays



2002

Sumner Field rested on this site as the city's first public housing development with the first families moving in just before Christmas 1938. Nearly 65 years later, Heritage Park came alive on this very same site as the city transformed this 145 acre housing development site into a new and vibrant mixed-income community consisting of public housing, tax credit and market rate housing. Like their predecessors, public housing residents relocated from the site. Those residents electing to return to the new Heritage Park community began moving back in just before the holiday season of 2002.

The city called this new community “Heritage Park.” The federal court called it “meeting a legal responsibility.” MPHA called it “fulfilling our promise.” The *Minneapolis Star Tribune* called it “a positive development.” Residents simply called it “home.” And it became home to families from all walks of life – both renters and homebuyers – united in a community in which income levels don’t matter. What does matter is just having high quality homes and being good neighbors.

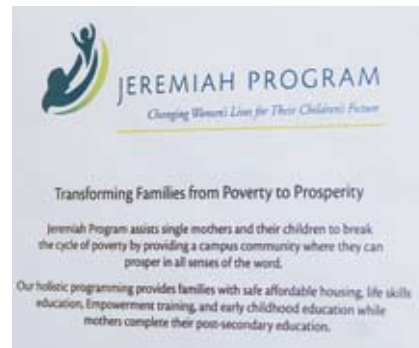
With all the previous decades-old, dilapidated public housing units demolished and in the history books, Heritage Park sprung up after 10 years of controversy and coming together, conflict and cooperation, conversations and conclusions. By year’s end, developers completed 500 new homes including public housing, market-rate rental units as well as houses for sale. With the downtown Minneapolis skyway looming behind it, Heritage Park became a city jewel in neighborhood living and a community reinventing itself for a new age.

“Promises kept... dreams achieved... a community built...”



NEW SECTION 8 RESOURCES EXPAND HORIZONS

Greater Housing and Services Opportunities for Families and Disabled Adults



2003

Disabled adults muster a great deal of courage and hope to experience and enjoy everyday life, often overcoming daunting barriers. Living in a decent home, that they can access and afford, is paramount. MPHA expanded housing opportunities and hopes for many hundreds of disabled folks in 2003 with a fresh supply of Section 8 rental assistance. At the same time, the agency increased the number of affordable housing units and housing with services opportunities in Minneapolis, by “project-basing” over 600 of its Section 8 rental assistance vouchers.



HUD awarded MPHA 400 new Section 8 rental assistance vouchers targeted specifically for disabled individuals and family members seeking quality, affordable housing, but with limited resources to do so. MPHA made these new Designated Vouchers for the Disabled (DVDs) available to applicants from both the agency's Section 8 and public housing waiting lists. Administering this large influx of new vouchers required a major undertaking that included partnering with the Minnesota Supportive Housing Consortium, the Corporation for Supportive Housing and Hennepin County. More than 80 housing and social service providers and more than 300 individuals searching for affordable housing attended a series of community workshops sponsored by MPHA.

MPHA further buttressed the city's affordable housing and housing with services programs in 2003 by applying Section 8 rental assistance voucher funding to new and existing housing units dedicated specifically to lower-income families. Unlike traditional vouchers, project-based vouchers keep the subsidy with the development, not the person. This strategy enables service providers and other developers of affordable housing to achieve levels of operational stability that helps secure financing and other supports, preserving both housing and services. These 'Project-Based' developments often serve families in transitional phases who face challenges that would, absent the housing and services, leave them homeless. MPHA teamed up with community housing developers and service providers to implement this program.

CELEBRATING EXCELLENCE IN CUSTOMER SERVICE

Going “Above and Beyond”



Customer Service Employees of the Month (10/04 - 1/11):

Harry Simms, Shawn Cumber, Lydia Moses, Ali Ibrahim, Alyssa Hervey, Sara Duerr, Fartun Nur, Joyce Thomas, Julia Dolan, Leora Effinger, Charles Thorstad, Larry Brown, Deborah Hines, Mary Abrahamson, Marci Holley-Bartlett, Fran Forcier-Linc, Tim Durose, Kathy Urbaniak, Camille Peterson, Shamin Marra & Mary Ostroum, Dale Van Blarcom, Al Champagne & Ken Hemsworth, Karen Benson, Edie Jacobson, John Russell & Hua Lee, Susan Norby, Ken Parsons, Evelyn LaRue & Alan Valentine, Rashid Issack, Sai Chue Thao, Terrie Phillips, Wayne Bryant, Gordon Reger, Lisa Deitering, Tom Fish & Don Post, Beth Kunz & Diana Lahd, Bob Boyd, Jerry Pedersen & John Fabian, Trina Brewer, Andrew Ailes

“If the United States is to remain a leader in the changing global economy, highest quality customer service must be a personal goal of every employee in business and industry.” So said Congress in 1992 in declaring the first week of each October as National Customer Service Week. MPHA agreed and in 2004 established a recognition program to acknowledge employees who exemplified such achievement.

2004

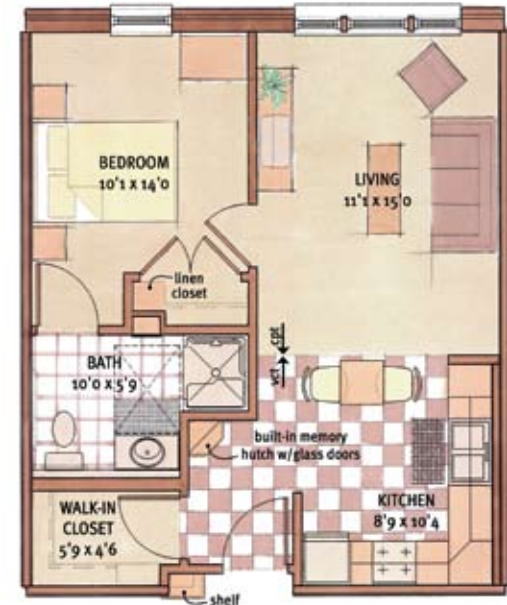
As both a governmental entity and a service-oriented agency, MPHA recognizes its responsibility to make good customer service a priority and an expectation for its employees. The agency’s customer service goals maintain that staff perform everyday work tasks with competence, courtesy and compassion every day, making exceptional customer service the expectation, not the exception. This standard adopted by MPHA is the standard that contributed to getting and maintaining its ‘High Performer’ designation. MPHA established its recognition program in October 2004 to shine the light on those who exemplify this standard. MPHA has recognized numerous staff over the years who have demonstrated by their behavior, their actions and their passion for their work, that they not only know their jobs, but perform

them with care, compassion and respect for the dignity of others, showing a true understanding that the jobs they do are rooted in service to their customers.

Kicking off National Customer Service Week entailed special activities and communications geared towards all agency employees – bestowing special praise on those raising the bar in delivering top-notch performance to external and internal customers. By doing so, MPHA elevated to a new level what it means to proudly dedicate oneself to public service. Since its inception in 1994, MPHA has given special recognition to 51 employees through its Customer Service and Make-A-Difference award programs.

HERITAGE COMMONS AT POND'S EDGE

A New Seniors' Home, A New MPHA Legacy



2005

Keeping a promise made in the wake of a painful sacrifice. Putting a foundation under a dream to make life better. Turning broken glass into a beautiful new mosaic. This picture literally describes the journey MPHA traveled to reach the completion of the crown jewel in its seniors' housing portfolio, the development of the first new public housing highrise to be built in Minneapolis in three decades.

For that MPHA journey to begin, two of MPHA's north-side highrises, the Bryants, had to come down. And they did in a fury, imploding in a cloud of dust and smoke on a Sunday morning in September, 1997. As the *Minneapolis Star Tribune* front page headline said the next day, "In 7 Seconds, Public Housing Era Crumbles." Just over seven years later, a new era began. Anchoring the south end of the new Heritage Park housing development, on the edge of a shimmering outdoor water pond, MPHA Executive Director Cora McCorvey's promise to rebuild came to fruition with the construction of Heritage Commons – beginning a new chapter in the agency's legacy of responding to the affordable housing and service needs of the elderly.

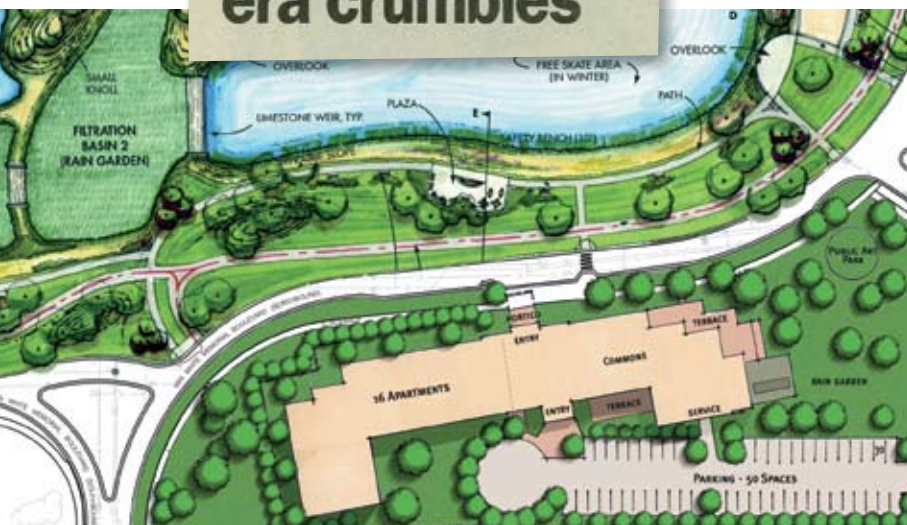
Heritage Commons at Pond's Edge features 102 apartments (all for older adults), an assisted living program on site, the resident-operated Sunshine Shop convenience store on the main floor and numerous amenities for an enhanced and enriched seniors' living environment – the linchpin to a golden new seniors' campus that promises to thrive for many decades into the future. Through a national competition MPHA was awarded a \$14.2 million HOPE VI program grant from HUD to fund the development. The agency deployed advanced green technologies and eco-friendly materials into designing and crafting the new facility.



The Bryant towers were imploded into oblivion with 152 pounds of dynamite and uncelebrated sorrow for old days of high-rise poverty that stood along Olson Hwy. in Minneapolis.

In 7 seconds, public-housing era crumbles

"Hope often takes root in the most difficult times, but when it blooms, it is spectacular..."



TWO DECADES OF “WE’RE LOOKING OUT FOR YOU”

Project Lookout Celebrates 20th Anniversary



2006

Most Minneapolis residents remember 1987 as the year the Minnesota Twins captured baseball’s World Series Championship in the midst of huge, thunderous crowds at the Metrodome. Public housing residents also remember ’87 as the year Project Lookout began – just a couple of blocks south of the Dome at the Elliot Twins highrises. An organized and effective strategy of residents and neighbors joining together to make their homes and community safer.

It began with just a few residents at two small highrise buildings near downtown Minneapolis. Over its first two decades, Project Lookout expanded to dozens of public housing highrises, involved the participation of hundreds of residents, and gave credence to the notion of “We’re looking out for you” as a respected tool for making residents safer. This resident-to-resident strategy won national recognition as an award-winning volunteer crime watch patrol program. In 2006, the Minneapolis Highrise Representative Council and residents citywide celebrated the program’s 20th anniversary, marking the moments years earlier when residents said “enough is enough,” and decided to start walking and watching to help bring about more calm and peace in the community.

Project Lookout participants are volunteers, but they take pride in their professionalism – with uniform apparel, training and communications equipment that makes their presence known, they are trusted and respected. They also take tremendous pride in the diversity reflected in their ranks. MPHA property management staff, residents, building security guards and Minneapolis police officers all attest to Project Lookout’s value. This is also reflected in the number and amount of grants, recognitions and other supports the program garnered over the years. As it approaches its 25th anniversary in 2011, Project Lookout continues to demonstrate its staying power and effectiveness.

SECTION 8 PROGRAM PINNACLE OF EXCELLENCE

MPHA Achieves National 'High Performer' Rating



MPHA became one of the country's first public housing authorities to implement HUD's new Section 8 rental assistance program in 1974. The agency expanded its administration of certificates and vouchers from several hundred to several thousand over the years. By 2007, MPHA transformed this once-struggling affordable housing venture into a top-performing one – another first in excellence.

2007

MPHA expanded its Section 8 rental assistance program significantly since its inception, which included working with more and more applicants and program participants as well as local property owners and landlords. The agency and its program experienced its share of growing pains. It received and managed various specialty vouchers, preservation vouchers, DVD vouchers, *Hollman* vouchers and engaged in a major 'Project-Based' strategy. It created the nation's first Section 8 Homeownership program and sought waivers and developed partnerships for targeted populations. In addition, the highly-regulated Section 8 program with its inherent complexities grew, evolved and changed at the federal level time and again.

By 2007, MPHA met these challenges, earning HUD's prestigious designation as a Section 8 'High Performer.' The agency took concrete actions to achieve this high-caliber performance level. It revamped the department leadership, staff and structure; implemented new procedures and processes; conducted extensive community outreach to private landlords; grew its partnering network with other housing providers and updated business practices and systems. From full utilization of housing choice vouchers and improved property inspections, to fiscal responsibility and program compliance, MPHA's passion for excellence and persistence paid off with the most important dividends reaped by the thousands of families who use Section 8 rental assistance to find a good, affordable place to call home.

A NEW WAY OF DOING BUSINESS FOR A NEW DAY

MPHA Steers Ahead Down New Industry Roadway



2008

In 2006, HUD thrust upon the industry a drastic new regulatory and funding mandate. This forced agencies like MPHA to rethink, redraw and redo their business model to reflect HUD's revised regulations and funding formula. Rather than fight the change, in 2008, MPHA embraced it by restructuring its assets and operations in a way that made sense to the agency and complied with HUD's new regulations. These actions resulted in more efficient agency operations and preserved approximately \$1.3 million in annual funding.

HUD implemented its restructured Operating Fund Rule making changes to its formula-based approach to calculating the annual operating subsidy – the monies provided to each housing authority to meet operating costs. In response, MPHA restructured public housing program operations from its traditional business model of financing all property manage-

ment activities from one main office to an asset-based model. Under this model, all the agency's housing properties are divided into nine different zones or Asset Management Projects (AMPs), each with its own management, staff and responsibility for its fiscal and day-to-day business activities in both highrise and family public housing.



Nine Asset Management Projects (AMP): AMP 1 – Glendale Townhomes, AMP 2 – Scattered Sites, AMP 3 – North, AMP 4 – Northeast, AMP 5 – Hiawatha AMP 6 – Cedars, AMP 7 – Horn, AMP 8 – Heritage Park, AMP 9 – Metropolitan Housing Opportunities Program (MHOP)

Not taking timely action presented MPHA with great financial peril. In an era of ongoing funding cuts becoming reality every year from Washington – HUD would have penalized MPHA for inaction to the tune of a \$1.3 million annual reduction in its overall operating subsidy. The AMP operations model achieved a “Stop Loss,” enabling the agency to retain this funding that HUD targeted for reduction. In a complicated business with a wide-reach-

ing web of regulatory requirements, MPHA once again changed and adapted to position itself for a more financially-viable future. One agency philosophical and operational dictum did not change – its commitment to deliver quality housing and related services to the city’s thousands of public housing residents – and doing so in a way in which dignity and respect continue to be agency expectations and promises fulfilled every day.

MPHA REAPS “RECOVERY, REINVESTMENT” FUNDS

Agency Makes Historic Investment in Housing, Local Economy



2009

When President Barack Obama signed into law the American Recovery & Reinvestment Act (ARRA) on February 17, 2009, MPHA saw both an opportunity to partner with HUD in meeting the goals of ARRA to invest in the community and address significant needs within the agency. MPHA received \$18.2 million from HUD in a formula grant and successfully competed for an additional \$31.8 million for targeted projects. These funds invested in the agency's citywide housing revitalization work have created and preserved jobs, boosted area businesses, enhanced MPHA's commitments to use "green" strategies in its work, and set the stage for the development of two new seniors' facilities in Heritage Park.



U.S. HUD Secretary Shaun Donovan joined MPHA, city officials and public housing residents to break ground in June 2009 at the Cedars highrises in the West Bank neighborhood for one of MPHA's multiple "shovel ready" construction projects spread across its highrise, scattered-site and Glendale community housing sites – part of the initial \$18.2 million in ARRA funds MPHA garnered for housing modernization work spanning apartment renovations, building system advancements, landscaping site work, and in augmenting its array of "green" initiatives and energy-use improvements.



In September, MPHA bolstered its ARRA investment resources by successfully competing nationally for an additional \$31.8 million in new grants that it devoted to three major initiatives: \$11.7 million for home energy upgrades in 722 scattered-site, single-family homes; \$10.4 million to construct a brand new community senior services center

in Heritage Park; and \$9.7 million to build a 48-unit specialized housing and supportive services facility for low-income older adults with memory loss and related health issues. This first-of-a-kind seniors housing features broad MPHA collaborative partnerships, the latest in green technologies, and carries the name Thomas T. Feeney in memoriam to the former, long-time state HUD director.

MPHA – HONEYWELL INTERNATIONAL ENERGIZE MILESTONE GREEN INITIATIVE

Collaborative on First Community Energy Fair for Residents and Staff



2010

When Honeywell, a global leader in energy and environmental services, and MPHA co-launched their landmark collaborative in December 2009, they introduced new inventiveness to the power of public-private partnerships. In the spring of 2010, MPHA and Honeywell jump started the \$33.6 million initiative by hosting a community energy fair for public housing residents and agency employees.

MPHA signed an Energy Performance Contract (EPC) with Honeywell in 2007 and launched the program at the end of '09 just months before the Energy Fair. The Honeywell Agreement guarantees MPHA utility cost savings of at least \$3.7 million annually, with these savings paying for the \$33.6 million in capital improvements Honeywell will make on the agency's 41 highrise developments and more than 700 scattered-site homes. Implementing these energy-efficiency upgrades will vastly improve MPHA's overall facilities infrastructure, reduce the agency's environmental footprint and benefit residents and the community. The energy initiative will cut electricity consumption each year by 3.3 million kilowatt-hours (enough energy to power 310 city homes) and slash carbon dioxide emissions

by an estimated 19.2 million pounds annually, the equivalent of taking 1,600 cars off metro roadways. MPHA and Honeywell hosted an Energy Fair in May 2010 at the agency's 828 Spring St. NE highrise, with almost 300 people attending. Mayor R.T. Rybak, Honeywell Building Solutions President Paul Orzeske and MPHA Executive Director Cora McCorvey delivered keynote remarks. Residents, employees and community members enjoyed an array of information booths, energy-centric games and seeing firsthand samples of energy-saving technology. The event celebrated the Honeywell-MPHA partnership and the agency's \$11.65 million American Recovery & Reinvestment Act (ARRA) grant to pay for energy improvements in MPHA's scattered-site housing inventory.

2011 LOOKING TO THE FUTURE AND BEYOND



“The future is before us and we will only look back when we need to restore our confidence, for what we have accomplished, provides evidence of what we can yet achieve.”

THE FUTURE IS NOW...



Our agency's history provides a window into our future. We will not be deterred by challenges. Achievement is rooted in a commitment to excellence. Our values are the foundation for each action we take and each decision we make. The future is before us and we will only look back when we need to restore our confidence, for what we have accomplished, provides evidence of what we can yet achieve.

We have an agenda for those who call MPHA home that will allow them to age in place. We have a place for those whose minds and memories fail them, a place that affords



dignity; and even if not remembered, it will be experienced as home. We have a commitment to our families, rooted in dignity and respect, a commitment founded in the purpose of a very old law, passed in 1937... a commitment to provide, safe, decent and affordable housing. By meeting our commitment, those who call MPHA home will be able to seize their own opportunities and build their own futures.

