

NOTICE OF MEETING AND AGENDA

**GHI BOARD OF DIRECTORS
REGULAR SESSION**

Begins after the GDC Open Session Meeting adjourns.

Thursday, May 6, 2021

VIRTUAL ZOOM MEETING ROOM
Members & Visitors may attend remotely.

1. **Approval of Agenda**
2. **Announcement of Executive Session Meetings**
 - a. **Announcement of an Executive Session Meeting Held on April 15, 2021 – (Attachment #1)**
 - b. **Announcement of a Complaint Hearing Held in a Closed Meeting on April 19, 2021 – (Attachment #2)**
 - c. **Announcement of a Complaint Hearing Held in a Closed Meeting on April 26, 2021 – (Attachment #3)**
 - d. **Announcement of an Executive Session Meeting Held on May 6, 2021 – (Attachment #4)**
3. **Visitors and Members (Comment Period)**
4. **Approval of Membership Applications**
5. **Committee and Homes Improvement Program Reports**
6. **For Action or Discussion**

a. Approve Minutes of the Special Open Session Meeting Held on April 1, 2021 – (Attachment #5)	2	minutes	Discussion/Action
b. Approve Minutes of the Regular Open Session Meeting Held on April 1, 2021 – (Attachment #6)	2	minutes	Discussion/Action
c. Interim Report from the Transition Task Force – (Attachment #7)	5	minutes	Discussion/Action
d. Final Report re: The Homes Improvement Program – (Attachment #8)	15	minutes	Discussion/Action
e. Permit Request to Install a 42" 3-Rail Wooden Fence to Enclose the Serviceside yard at [REDACTED] – (Attachment #9)	10	minutes	Discussion/Action
f. Revisions to GHI Employee Handbook – (Attachment #10)	20	minutes	Discussion/Action
g. Finance Committee's Recommendation re: Proposed Alternate Agreement for GHI Solar PVES – (Attachments #11a-11b)	15	minutes	Discussion/Action
h. Review 2020 Year-end Financial Statements – (Attachment #12)	10	minutes	Discussion
i. Draft Policy for Utilization of the Recreational Vehicle Lots – (Attachment #13)	10	minutes	Discussion/Action
j. Letter from the City of Greenbelt re: Support for Persons Financially Affected by the Covid Pandemic – (Attachment #14)	5	minutes	Discussion
7. **Items of Information**
 - a. **Board 12-Month Action Plan and Committee Task List (Attachments #15a – 15b)**
 - b. **Monthly GHI and City Calendars (Attachments #16a – 16b)**
 - c. **President's Items**
 - d. **Board Members' Items**
 - e. **Audit Committee's Items**
 - f. **Manager's Items**

Ed James, Secretary

NOTE: AT 10:15 P.M., THE BOARD MAY IMMEDIATELY MOVE TO ITEM 7, EVEN IF THE PRECEDING AGENDA ITEMS HAVE NOT BEEN COMPLETED.

GHI offices will remain open on Friday, May 7, 2021



GREENBELT HOMES, INC.

HAMILTON PLACE, GREENBELT, MARYLAND 20770

Area Code (301) 474-4161 Fax (301) 474-4006



MANAGER'S MEMORANDUM

TO: GHI Board of Directors

FROM: Eldon Ralph, General Manager

DATE: April 29, 2021

SUBJECT: [REDACTED] Items for the **GHI REGULAR SESSION** Board Meeting on [REDACTED]
May 6, 2021

GHI Open Session

6a. Approve Minutes of the Special Open Session Meeting Held on April 1, 2021 – (Attachment #5)

Motion: I move that the Board of Directors approve the minutes of the Special Open Session Meeting that was held on April 1, 2021 (as presented/as revised).

6b. Approve Minutes of the Regular Open Session Meeting Held on April 1, 2021 – (Attachment #6)

Motion: I move that the Board of Directors approve the minutes of the Regular Open Session Meeting that was held on April 1, 2021 (as presented/as revised).

6c. Interim Report from the Transition Task Force – (Attachment #7)

Attachment #7 is a report that is intended to update the Board about the work the GHI Transition Task Force has done to date, including progress reports from two work groups – Governance and Revenue Enhancement. The Task Force has recommended holding a work session with the new Board in June or July to discuss its work to date and proposed next actions by the task Force, Board and members.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors accept the interim report from the Transition Task Force as presented.

6d. Final Report re: The Homes Improvement Program – (Attachment #8)

In 2017, the Board decided that there should be a historical record regarding the execution of the Homes Improvement Program (HIP).

HIP Director Joe Wiehagen recently prepared a final summary report on the HIP (attachment #8) and will present it during the Board meeting.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors accept the final report from staff as presented, regarding the Homes Improvement Program.

6e. Permit Request to Install a 42" 3-Rail Wooden Fence to Enclose the Serviceside yard at 4-D Hillside Rd – (Attachment #9)

On April 5, 2021, staff received a Type III permit request (attachment #9) from [REDACTED] the members at 4-D Hillside Rd, who desire to install a 42" 3-rail wooden fence with wire backing to enclose the serviceside yard. This fence will match an existing fence that encloses the gardenside and side yard. The member would like to keep the existing end side section of fence.

Review of the permit request requires consideration of the following GHI Rule:

§ Section VII.A.1.c “Fences are allowed to enclose the gardenside yard, or the side yard, or the combined gardenside and side yards, as defined in the Yard Line Descriptions VI.B.3. No interior fences shall be permitted.”

During the ARC meeting on April 14, 2021, the following points were made:

- The members have a fence that encloses their garden and end side yards.
- They would like to add a fence to the serviceside yard. The style of the proposed fence will be similar to the existing garden and end side yard fence, which consists of horizontal board with wire backing.
- The proposed location of the new fence is along the yard line except for where it will follow the sloped concrete path near the serviceside door of the unit. Staff has the authority to approve such deviations to the standard fence locations.
- The GHI member handbook permits fences on the gardenside and end side yards, or combination thereof, but does not mention permitting fences at the serviceside, which effectively means that each proposed serviceside installation must be considered separately.
- Fences in the serviceside slow down the mail delivery and trash/recycling removal and seem counter to the communal feeling that serviceside yards should encourage.
- Among other things, the members would like the serviceside fence to prevent people from traversing the lawn. It would define the 5' access path that runs between the member's serviceside yard and unit 4-E.
- The members would like to leave the fence that connects the end side yard to their addition, which if the serviceside yard is fenced, would be an interior fence and against the fence rules.

The ARC voted 2-2-0 to recommend that the Board of Directors not grant the members at 4-D Hillside Rd permission to install a fence to enclose the serviceside yard. The reason in favor of the motion is that there are several other serviceside fences, including one at 4-E Hillside Rd. The reasons against the motion are that there is no compelling reason for an exception, and this goes against the open, communal feeling desired for serviceside yards.

This item is on the agenda for discussion and action.

Suggested motion #1: I move that the Board of Directors (*grant/not grant*) the member at 4-D Hillside Rd permission to install a 3-rail wooden fence with wire backing, matching the existing fence, to enclose the serviceside yard as proposed.

Suggested motion #2: I move that the Board of Directors (*grant/not grant*) an exception to GHI Rule VII. A.1.c thereby allowing the member of 4-D Hillside Rd to retain the existing fence section at the end side yard as an interior fence when the serviceside fence is installed.

6f. Revisions to GHI Employee Handbook – (Attachment #10)

An employee handbook is a valuable communication resource for both GHI and the employees. It provides guidance and information related to GHI's mission, values, policies, procedures, and benefits in a written format.

The employee handbook is important as it provides standardization of personnel and benefit policies, preventing misunderstandings, complaints, and job dissatisfaction out of misinterpretation of personnel and benefit policies by employees. Maesha McNeill, Human Resources Director has worked with senior staff and GHI's legal counsel Tiffany Releford to update the employee handbook.

This edition of the employee handbook (attachment #10) contains revisions to current policies and some newly created policies. The table below shows new and revised policies:

New Policies	Revised/ Updated Policies
Diversity & Inclusion	Equal Employment Opportunity
Lactation Accommodation	Infectious Disease Control
Telework	Harassment
Earned Sick and Safe Leave	Confidentiality of Information
Professional Development	Use of GHI Information Technologies
Business Travel	Employee Assistance
Care of Company Property	Drug & Alcohol
Information Technology Resources	Conflicts of Interest
Use of the Internet and Email	Corrective Actions
Email & Communication	Whistle Blower
Data Confidentiality	Parking
Computer Viruses	Sick Leave
Copyright Protection	Job Posting
Network Security	Smoking

No expectation of Privacy	Individuals with Disabilities & Requesting Reasonable Accommodation
Cell Phones & Smart Phones	Voluntary Terminations of Employment
Safety Issue for Cellular & Smart phone Use	Health, Dental, Vision Insurance
Social Media	Standards of Attendance
	Personnel & Medical Records
	Parking
	Loss of GHI Equipment
	Mileage

Should you need more information on any policy within the handbook prior to the May 6th Board Meeting, you are encouraged to email Human Resources at mmcneill@ghi.coop so that we are prepared to address any specific concerns you may have.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors endorse the revised GHI Employee Handbook (as presented/as further revised) at the May 6, 2021 Board meeting and authorize the Manager to disseminate the Handbook to GHI staff.

6g. Finance Committee's Recommendation re: Proposed Alternate Agreement for GHI Solar PVES – (Attachments #11a-11b)

During the annual membership meeting on May 10, 2018, a vote was taken to authorize GHI's Board of Directors to enter into a contract to install a solar photovoltaic electrical system to supply electricity for GHI's Administration Building. Two options were considered and approved.

- Option 1, as Amended

On behalf of the Board, be it moved that the membership of Greenbelt Homes Inc. permits the Board of Directors to enter into a contract to purchase a solar panel system of at least 125 kilowatt capacity for no more than \$280,000 that would supply electricity to GHI's Administration Buildings.

- Option 2, as Amended

On behalf of the Board, be it moved that the membership of Greenbelt Homes Inc. permits the Board of Directors to enter into a Power Purchase Agreement for a solar panel system that would supply electricity to GHI's Administration Buildings, not to exceed \$22,000 for the first year with adjustments for the rising cost of electricity in future years.

During the executive session meeting on September 6, 2018, the Board passed a motion to authorize the manager to enter a contract with Sustainable Energy Systems (SES), whereby SES would finance, and construct a 133KW (AC) solar photovoltaic energy system (pves)

on the premises of the Administration Building Complex and GHI would purchase electrical energy for a minimum of 15% less than the rate that PEPCO charges. The construction of the solar pves is nearing completion.

SES has offered to amend the agreement from a Power Purchase Agreement (PPA) to a prepaid PPA (refer to attachment #9a). The financial analysis is provided in attachment #9b.

Under the prepaid PPA, GHI would pay SES \$258,155.52 at the beginning of the contract; an amount that is equivalent to the savings GHI would accrue in electrical costs plus solar renewable energy credits received by year 9 after the system is commissioned. SES would own the system for a period of 5 years and then sell or donate the system to GHI. Upon the transfer of ownership to GHI, SES would continue to honor its 25-year workmanship warranty and transfer the remainder of the 20-year inverter and other manufacturer warranties to GHI.

On February 18, 2021, the Board directed the Finance Committee to recommend with pros and cons whether GHI should amend the current Power Purchase Agreement with SES, in favor of a prepaid Power Purchase Agreement.

The Finance Committee reviewed the information provided and recommended that the Board of Directors consider the proposed amendments to the GHI's solar PVES PPA agreement by deliberating the following factors:

Pros

- savings over the life of the system,
- simplicity of the transaction

Cons

- Initial payment would not be available for investment (currently yielding approximately 0.40% interest income based on 2020 information),
- Requires more trust in the contractor,
- Raises question regarding warrantee,
- Need to pay someone to inspect the system,
- May need to hire a lawyer to evaluate the validity of the agreement in accordance with GHI Bylaws

This item is on the agenda for discussion and possible action.

Suggested motion: I move that the Board of Directors establish a task force including members and technical staff to negotiate with SES Inc. and formulate a revised draft pre-paid Power Purchase Agreement by _____, taking into consideration the factors that the Finance Committee cited.

6h. Review 2020 Year-end Financial Statements – (Attachment #12)

GHI's 2020 year-end financial statements are included as attachment #12 for your review. Joe Perry, GHI's Finance Director, will present them during the meeting.

6i. Draft Policy for Utilization of the Recreational Vehicle Lots – (Attachment #13)

On December 3, 2020, the Board established a task force to recommend a policy regarding the storage of vehicles in GHI's Boat Lots. On March 18, 2021, the Board reviewed a draft policy that the task force developed and forwarded it to the Communications Committee for editing.

Attachment #13 is the Communications Committee's edited version of the draft policy. The highlighted text requires Board input.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors direct the Manager to publish the draft policy for Storing Recreational Vehicles in the GHI Boat Lots (as revised) in the GHI e-newsletter for member comment over a period of 30 days.

6j. Letter from the City of Greenbelt re: Support for Persons Financially Affected by the Covid Pandemic – (Attachment #14)

Attachment #14 is a letter stating that the City of Greenbelt would like to hear what our community is doing to assist residents who have been financially affected by the Covid -19 pandemic. Staff suggests that either the Board President or General Manager should respond to this question.

Staff proposes to inform members and tenants of the GDC Parkway Apartments about the support services/and programs that are available, as described in the letter.

This item is on the agenda for discussion.

Announcement of an Executive Session Meeting Held on April 15, 2021

GHI's Board of Directors held an Executive Session meeting on April 15, 2021 via internet audio/video conference, with Board members Stefan Brodd, Zoe Carter-Woodbridge, Chuck Hess, Ed James, Bill Jones, Deborah McKinley, Sue Ready, Steve Skolnik, and Audit Committee members Christopher Carbone, Sam Lee and Katie McNamara participating. Board member Jason Luly joined the meeting at 9:30 pm, when it reconvened following a GHI Open Session meeting.

The following motion to call the meeting was made during a prior open meeting that evening and approved by Board members Stefan Brodd, Zoe Carter-Woodbridge, Chuck Hess, Ed James, Bill Jones, Deborah McKinley, Sue Ready, and Steve Skolnik.

Motion: I move that the Board of Directors hold an Executive Session meeting after this Open Session Meeting is adjourned, to discuss the following agenda items, as authorized by the pertinent sub-paragraphs of the Maryland Cooperative Housing Act § 5-6B-19 (e)(1).

Agenda item	Sub-paragraph of § 5-6B-19 (e)(1)
a) Approve Minutes of Executive Session Meeting held on March 18, 2021	(vii)
b) Consider Approval of the Following Contracts: <ul style="list-style-type: none"> • 2021 Gutter Cleaning Contract– 2nd reading • 2021 Contract for Replacing Roofs on Frame Homes and Additions – 2nd reading • Contract for Crawlspace Improvements to Pilot Buildings, Units on Woodland Way and Additions – 2nd reading • 2021 Contract for Replacing Roofs on Attached and Detached Garages – 1st reading 	(vi)
c) Request by an Applicant for Membership for an Exception to the GHI Membership Selection Criteria Policy	(iv)
d) Referral of an Application for Membership to the Board of Directors for Review	(iv)
e) Request by a Member for an Exception to the Two-Year Profit Limitation Provision in the Mutual Ownership Contract	(iv)
f) Request by a Member for a Rental Permit Extension	(iv)
g) Member Financial Matters	(viii)
h) Personnel Matters	(i)
i) Member Complaint Matters	(iv)

During the meeting, the Board approved the following contracts for second and final readings:

- a) A contract with DGC Cleaning Services to perform the spring & fall cleaning of gutters for GHI frame, brick, block homes, garages, and 400 flat porch roofs without gutters (fall cleaning only) at its bid of \$74,780, plus 10% for contingencies, for a total contract amount not to exceed \$82,258.
- b) A contract with RRH Associates to replace the existing shingles and gutters on the roofs at 66 frame homes with Certain Teed Landmark Pro AR architectural shingles and thirteen (13) additions (12 shingles, 1 EPDM) at its bid of \$190,031, with a 10% allowance for contingencies, for a total contract amount not to exceed \$209,034.
- c) A contract with Foam InSEALators for undertaking crawl space improvements at 4A-D Laurel Hill Rd, 9J-R Laurel Hill Rd {4 units}, 10A-D Southway, and 54 A-F Ridge Rd, 2 additions at 5-B Eastway and 2-B Northway, and units at 3,4,5,6 Woodland Way for a cost of \$62,169.04, plus 10% for contingencies, for a total contract amount not to exceed \$68,386.

The meeting began at 7:05 pm, recessed at 7:45 pm, reconvened at 9:30 pm. and adjourned at 10:48 pm.

Announcement of a Complaint Hearing Held in a Closed Meeting on April 19, 2021

On April 19, 2021, Board members Ed James, Deborah McKinley and Steve Skolnik, held a complaint hearing regarding a dispute between two members. The hearing was conducted in a closed meeting, via internet audio/video conference. Audit Committee member Katie McNamara attended the hearing.

The closed meeting was authorized by sub-paragraph § 5-6B-19 (e)(1)(iv) of the Maryland Cooperative Housing Act.

The motion to hold the hearing was approved by an 8-0 vote of the Board of Directors during an Executive session meeting on March 18, 2021.

The complaint hearing commenced at 6:32 pm and ended at 8:33 pm.

Announcement of a Complaint Hearing Held in a Closed Meeting on April 26, 2021

On April 26, 2021, Board members Zoe Carter-Woodbridge, Chuck Hess and Sue Ready, held a complaint hearing with a member regarding a unit that has been unoccupied by more than one year. The hearing was conducted in a closed meeting, via internet audio/video conference. Audit Committee member Katie McNamara attended the hearing.

The closed meeting was authorized by sub-paragraph § 5-6B-19 (e)(1)(iv) of the Maryland Cooperative Housing Act.

The motion to hold the hearing was approved by an 8-0 vote of the Board of Directors during an Executive session meeting on March 18, 2021.

The complaint hearing commenced at 6:33 pm and ended at 7:28 pm.

Announcement of an Executive Session Meeting Held on May 6, 2021

GHI's Board of Directors held an Executive Session meeting earlier this evening via internet audio/video conference, with Board members Stefan Brodd, Zoe Carter-Woodbridge, Chuck Hess, Ed James, Bill Jones, Jason Luly, Deborah McKinley, Sue Ready, Steve Skolnik, and Audit Committee members Christopher Carbone, Sam Lee and Katie McNamara participating.

The following motion to call the meeting was made during a prior open meeting this evening and approved by Board members Stefan Brodd, Zoe Carter-Woodbridge, Chuck Hess, Ed James, Bill Jones, Jason Luly, Deborah McKinley, Sue Ready and Steve Skolnik.

Motion: I move that the Board of Directors hold an Executive Session meeting after this Open Session Meeting is adjourned, to discuss the following agenda items, as authorized by the pertinent sub-paragraphs of the Maryland Cooperative Housing Act § 5-6B-19 (e)(1).

Agenda item	Sub-paragraph of § 5-6B-19 (e)(1)
1. Approve Minutes of the Executive Session Meeting Held on April 1, 2021	(vii)
2. Member Financial Matter	(viii)
3. Request to Allow a Non-Member to Temporarily Reside in a GHI Unit	(iv)
4. Consider Approval of the Following Contracts: <ul style="list-style-type: none"> • 2021 Contract for Replacing Roofs on Attached and Detached Garages – 2nd reading • 2021 Contract for Spring Concrete Repairs – 1st reading 	(vi)
5. Member Complaint Matters	(iv)

During the meeting, the Board approved a contract with Katchmark Construction to replace the existing bitumen roofs on the nine (9) attached and fourteen (14) detached garage roofs at its bid of \$52,684, with a 10% allowance for contingencies, for a total contract amount not to exceed \$57,952.

The meeting began at [] pm and adjourned at [] pm.

Draft Minutes
Board of Directors
GHI Special Open Session
(Virtual Zoom)
April 1, 2021

Board Members Present: Carter-Woodbridge, Hess, James, Jones, McKinley and Skolnik

Absence: Brodd, Ready

Others in Attendance:

Eldon Ralph, General Manager

Tom Sporney, Assistant General Manager

Stuart Caplan, Director of Technical Services

Cathleen McNamara, Audit Committee Member

Maesha McNeil, Human Resources Manager

Claudia Jones, 7-D Laurel Hill Road

Marian Ratcliffe, prospective Member

Tamara M. James, Recording Secretary

Vice President Skolnik called the meeting to order at 7:01 pm.

AGENDA:

1. Vote to Conduct an Executive Session Meeting

Motion: I move that the Board of Directors adjourn this open meeting for the purpose of conducting a closed meeting to discuss the following agenda items, as authorized by the pertinent sub-paragraphs of the Maryland Cooperative Housing Act § 5-6B-19 (e)(1).

Agenda item	Sub-paragraph of § 5-6B-19 (e)(1)
1. Approve Minutes of Executive Session Meeting held on March 4, 2021	(vii)
2. Two Separate Requests to Allow Non-Members to Reside in GHI Units	(iv)
3. Consider Approval of the Following Contracts a) 2021 Gutter Cleaning Contract – 1 st reading b) 2021 Contract for Replacing Roofs on Frame Homes and Additions – 1 st reading c) Contract for Crawlspace Improvements to Pilot Buildings, Units on Woodland Way and Additions – 1 st reading d) Contract for Remediation of Mold in a GHI Unit – 1st reading	(vi)
4. Member Complaint Matters	(iv)

Moved: James

Seconded: Carter-Woodbridge

Carried: 6-0

The meeting adjourned at 7:04 pm.

Ed James
Secretary

Draft Minutes
GHI Board of Directors
Regular Session
(Virtual Zoom)
April 1, 2021

Board Members Present: Carter-Woodbridge, Hess, James, Jones, McKinley, Ready and Skolnik

Excused Absence: Brodd

Others in Attendance:

Eldon Ralph, General Manager	Susan Cahill, 7-A Hillside Road
Tom Sporney, Assistant General Manager	John Campanile, 15-S Laurel Hill Road
Joe Perry, Director of Finance	James Druckenmiller, 2-F Plateau Place
Joe Wiehagen, Director of Homes Improvement Program	Terri Dunahay, 16-F Ridge Road
Neron Adams-Escalera, Director of Member Services	Melissa Ehrenreich, 23-D Crescent Road
Bruce Mangum, Contract Processor	Ben Fischler, 14-V Ridge Road
Christopher Carbone, Audit Committee Member	Stephen Holland, 56-E Ridge Road
Kathleen McNamara, Audit Committee Member	Claudia Jones, 7-D Laurel Hill Road
Sam Lee, Audit Committee Member	Bill Phelan, 57-K Ridge Road
Tom Jones, N&E Committee Chair	Luisa Robles, 32-F Ridge Road
Joyce Breger, 58-L Crescent Road	Lore Rosenthal, 2-R Gardenway
	Pam Sullivan, 58-C Ridge Road
	Janice Wolf, 54-D Ridge Road
	Tamara M. James, Recording Secretary

Vice President Skolnik called the meeting to order at 7:54 p.m.

1. Approval of Agenda

Motion: The Board of Directors does approve the agenda.

Moved: Hess

Seconded: Carter-Woodbridge

Carried: 7-0

2. Announcements of Executive Session Meetings

2a. Announcement of a Complaint Hearing Held on March 15, 2021

On March 15, 2021, Board members Chuck Hess, Sue Ready, and Zoe Carter-Woodbridge held a complaint hearing regarding a member complaint matter. The hearing was conducted in a closed meeting, via internet audio/video conference. Audit Committee member Katie McNamara attended the hearing.

The closed meeting was authorized by sub-paragraph § 5-6B-19 (e)(1)(iv) of the Maryland Cooperative Housing Act.

The motion to hold the hearing was approved by an 8-0 vote of the Board of Directors during an Executive session meeting on February 18, 2021.

The complaint hearing commenced at 6:32 pm and ended at 6:43 pm

2b. Announcement of an Executive Session Meeting held on March 18, 2021

GHI's Board of Directors held an Executive Session meeting on March 18, 2021 via internet audio/video conference, with Board members Stefan Brodd, Zoe Carter-Woodbridge, Chuck Hess, Ed James, Bill Jones, Deborah McKinley, Sue Ready, Steve Skolnik, and Audit Committee members Christopher Carbone, Sam Lee and Katie McNamara participating.

The following motion to call the meeting was made during a prior open meeting on March 18, 2021 and approved by Board members Stefan Brodd, Zoe Carter-Woodbridge, Chuck Hess, Ed James, Bill Jones, Deborah McKinley, Sue Ready, and Steve Skolnik.

Motion: I move that the Board of Directors hold an Executive Session meeting after this Open Session Meeting is adjourned, to discuss the following agenda items, as authorized by the pertinent sub-paragraphs of the Maryland Cooperative Housing Act § 5-6B-19 (e)(1).

Agenda item	Sub-paragraph of § 5-6B-19 (e)(1)
1. Approve Minutes of Executive Session Meeting held on February 18, 2021	(vii)
2. Contract for Repairing and Waterproofing Gardenside Foundation Wall between Two Larger Townhomes -2nd reading	(vi)
3. Contract for 2021-2022 Waste Disposal Services - 1st and only reading	(vi)
4. Member Complaint Matters	(iv)
5. Member Financial Matters	(viii)

During the meeting, the Board authorized the Manager to enter into the following contracts:

- a) A **contract** with Maryland Waterproofing and Radon Reduction Inc. to repair and waterproof the gardenside foundation wall between window wells at 5-F& 5-G Laurel Hill Road for the contractor's bid cost of \$10,752.00, plus an extra 10% for contingencies for a total cost not exceeding \$11,872.00.
- b) A contract with Goode Companies to provide waste removal services to GHI for 6 cubic yard general waste containers for a 2-year period commencing immediately at the monthly rate of \$156.00, with a 4.0% increase from year one to year two.
- c) A contract with Baltimore Recycling Center to provide waste removal services to GHI for a 2-year period commencing immediately at the following charges:

- Collection of construction waste from a 30 cubic yd. container at \$535.00 per pull with a \$85.00 per ton charge for disposal during the first year of the contract. 4 ton allowance.
- Collection of tree debris (logs/stumps) from a 30 cubic yd. container at \$450.00 per pull for disposal during the first year of the contract. 16 ton limit.
- Collection of woodchips from a 30 cubic yd. container at \$450.00 per pull for disposal during the first year of the contract. 16 ton limit.
- A one-time charge of \$150.00 for each container (whether 6 cy or 30 cy) delivered to GHI at the start of the contract.
- An increase in charges for collection of general solid waste, construction waste, tree waste, and wood chips by 5% above year 1 charges.

The meeting began at 7:03 pm, recessed at 7:45 pm, resumed at 9:14 pm and adjourned at 10:40 pm.

2c. Announcement of an Executive Session Meeting Held on March 25, 2021

GHI's Board of Directors held an Executive Session meeting on March 25, 2021 with the General Manager via internet audio/video conference, to discuss his 2020 performance evaluation. Board members Stefan Brodd, Zoe Carter-Woodbridge, Chuck Hess, Ed James, Bill Jones, Deborah McKinley, Sue Ready, Steve Skolnik, and Audit Committee member Katie McNamara attended the meeting.

The closed meeting was authorized by sub-paragraph § 5-6B-19 (e)(1)(i) of the Maryland Cooperative Housing Act.

The following motion to call the meeting was made during an open meeting on February 18, 2021 and approved by Board members Stefan Brodd, Zoe Carter-Woodbridge, Ed James, Bill Jones, Deborah McKinley, Sue Ready, Anna Socrates and Steve Skolnik.

Motion: I move that the Board establish March 25, 2021 commencing at 7:00 p.m. as the date and time for a meeting in executive session with the General Manager, to discuss his 2020 performance evaluation.

The meeting commenced at 7:02 pm and ended at 8:23 pm.

2d. Announcement of an Executive Session Meeting held on April 1, 2021

This meeting is still in recess and will reported on at a subsequent meeting.

Visitors and Members (Comment Period)

Claudia Jones - 7-D Laurel Hill Road reported on an animal issue.

Tom Jones – On behalf of the N&E Committee reported on the status of, and solicited for, candidates for the upcoming GHI Elections.

4. Approval of Membership Applications

Motion: I move that the Board of Directors approve the following persons into the cooperative and membership be afforded them at the time of settlement:

- Patrick M. Joy, Emma L. Hebert, Joint Tenants, 6-G Plateau Place;
- Julie M. Quesada, Sole Owner, 32-E Ridge Road;
- Joy Jackson, Sole Owner, 35-D Ridge Road;
- Isabel A. Martin, Sole Owner, 44-B Ridge Road;
- Michael L. Slonaker, Jody A. Pommerehn, Joint Tenants, 53-B Ridge Road.

Moved: James

Seconded: Hess

Carried: 7-0

Motion: I move that the Board of Directors approve the following mutual ownership contract changes:

- Lindsay A. McAndrew, Katherine R. McAndrew, Joint Tenants, 13-R Hillside Road is changed to Lindsay A. McAndrew, Sole Owner;
- Sharon L. Lefchick, Sole Owner, 21-J Ridge Road is changed to Sharon L. Lefchick, Gloria B. Lefchick, Joint Tenants.

Moved: James

Seconded: Hess

Carried: 7-0

Motion: I move that the Board of Directors approve the following mutual ownership contract recreation:

Jennifer A. Loss, Sole Owner, 4-Q Gardenway.

Moved: James

Seconded: Hess

Carried: 7-0

5. Committee and Homes Improvement Program Reports

Homes Improvement Program: Sporney reported:

Windows completed at 94%
Entry Doors completed at 99%
Siding completed at 100%
HVAC completed at 100%
Storm Doors completed at 100%

Other Committee Reports:

Buildings Committee: Plumbing upgrade, addendum for ETC Report.

Storm Water Management Task Force: Green Mechanics proposal on hold.

Communications Committee: Revised regulations handbook, RV Boat lot Policy - In progress.

6. For Action or Discussion

6a. Approve Minutes of Special Open Session Meeting held on March 4, 2021

Motion: I move that the Board of Directors approve the minutes of the Special Open Session Meeting that was held on March 4, 2021 as presented.

Moved: James

Seconded: Hess

Carried: 7-0

6b. Approve Minutes of Regular Open Session Meeting held on March 4, 2021

Motion: I move that the Board of Directors approve the minutes of the Regular Open Session Meeting that was held on March 4, 2021 as presented.

Moved: James

Seconded: Hess

Carried: 7-0

6c. Proposal to Preserve an Existing Bird Hostel and Habitat in GHI

Attachment #7 is a proposal from Ms. Susan Cahill, a Certified Master Naturalist and GHI member at 7-A Hillside Rd. Ms. Cahill is requesting GHI to preserve an existing bird hostel and habitat in the GHI portion of the woods surrounded by Hillside Rd, Woodland Way, and Northway.

Ms. Cahill attended the Board meeting to present the proposal.

Motion: I move that the Board of Directors direct the Woodlands Committee to review Ms. Cahill's proposal to preserve an existing bird hostel and habitat in the GHI portion of the woods surrounded by Hillside Rd, Woodland Way, and Northway and recommend by May 31, 2021 whether GHI should adopt the proposal.

Moved: Jones

Seconded: Carter-Woodbridge

Carried: 7-0

6d. Draft Grant Proposal for Establishment of a Shared Compost System Between 21 and 23 Courts on Ridge Rd

Ms. Melissa Ehrenreich, the member at 23-D Ridge Rd is requesting that GHI serve as the applicant for a grant proposal (attachment #8) that would request resources from Greenbelt Community Foundation to establish a shared compost system in a common area space between

21 and 23 Courts on Ridge Rd. She is also requesting the Board to pre-approve GHI staff engagement with Greenbelt Public Works Department at a joint work build event, to learn how compost units are assembled. The Public Works Department has built three units across Greenbelt, and a joint work build event would equip staff with the knowledge to assist members in other super courts who wish to establish similar shared compost systems in the future.

Incidentally, on March 24, 2021, the Buildings Committee passed the following motion by a vote of 7-0:

- "I move that we endorse the concept of developing a plan for a cooperatively-run community space including but not limited to a local composting system, water collection system, and food forest in common areas"

Ms. Ehrenreich will attend the Board meeting to present the grant proposal.

Motion: I move that the Board of Directors approve the submission of a grant proposal , as presented, with Greenbelt Homes Inc. as the applicant, that would request resources from Greenbelt Community Foundation to establish a shared compost system in a common area space between 21 and 23 Courts on Ridge Rd.

Moved: Carter-Woodbridge

Seconded: Ready

Carried: 7-0

6e. Permit Request to Replace Awning Style Windows in Gardenside Addition at 16-F Ridge Rd With Double hung Windows.

On December 3, 2020, staff received a Type II permit request (attachment #9) from the member at 16-F Ridge Rd who desires to insulate a gardenside addition. In addition to insulating the walls and replacing wood panel with sheetrock, the work includes replacing awning style windows with vinyl clad double hung windows of similar size.

The permit request requires an exception to the following GHI Rule:

§X.N. The only acceptable window types for Masonry Homes [Original and Additions] are horizontal sliding and casement windows.

During the ARC meeting on March 10, 2021, the following points were discussed:

- The member would like to replace the existing awning style windows in the gardenside addition with new double-hung windows.
- The addition, along with the windows, pre-dates this member. It was built in the 60's.
- The height of the existing framed openings is greater than their width; a better proposition for double-hung windows.
- Any window replacement would improve the appearance and energy efficiency of the existing addition.

The ARC recommended by a vote of 6-0-0 that the Board of Directors grant an exception to GHI Rule X.N to permit the member at 16-F Ridge Rd to replace the existing 10 awning style windows in the gardenside addition with 10 double-hung windows.

On March 21, 2021, staff received a Type III permit request (attachment #11) from the member at 58-L Crescent Rd, who desires to install a chain link fence section across the rear gardenside yard line connecting to existing fence corner posts on either side. This would require the member to install a gate across the shared sidewalk with unit 58-M Crescent Rd. Permission to install the gate was received from the neighbor.

This permit request requires an exception to the following GHI Rules:

§VII.A.1.a "Fences shall be placed on designated perimeter yard lines with the following exceptions: Fence placement shall be setback twelve (12) inches from paved walkways or sidewalks, except where GHI staff determines a need for more room," and

§VII.A.7 Common sidewalks established by GHI and access paths shall not be blocked by fences or additions.

During the ARC meeting on March 10, 2021, the following points were discussed:

- Adjacent neighbors on both sides have chain link fences enclosing their gardenside yards.
- Member would like to fill in the 'gap' with a chain link fence to create an enclosed yard for her dog.
- The proposed fence would have a gate across the walkway shared with unit 58-M. This would require the member at 58-M to go through member's yard at 58-L to access their gate. The member at 58-M agreed to this proposal, but ARC is concerned about future members agreeing with this arrangement.
- One option would be to relocate the gate to 58-M so that the gardenside yard can be accessed directly from the common sidewalk behind the units. This would require a sidewalk to the new gate location.
- There are also two trees located close to the yard line along the common sidewalk that need to be considered. Arborist reports these trees are healthy.
- Technical Services staff advised that fences be setback 24" from the trunk of trees to allow them to grow with minimum future impact to the fence. It also minimizes damage to the root system when installing fence posts. In this application, staff recommended the fence be offset around the trees. The ARC did not see a need to offset the fence.
- The ARC considered two options:
 - Option #1 – Allow the new fence to connect to the existing fences with a gate across the shared sidewalk as proposed and relocate the gate to the gardenside yard of 58-M Crescent Rd so it is directly accessible from the common walkway behind the units.
 - Option #2 – run the new fence along the yard lines parallel to the shared common walkway until just past the neighbors existing gate where the new fence would cut across the walkway and connect to the neighbor's fence. A gate would be included in the new fence opposite the existing gate.

The ARC recommended by a vote of 6-0 that the Board of Directors grant an exception to GHI Rules **§VII.A.7** and/or **§VII.A.1.a** to allow either of the fence location options described above to be installed at 58-L Crescent Rd.

After the meeting, the member decided to move forward with option #2.

Staff points out that this option does not conform with typical advice to locate the fence with space between the trunk and the fence, to avoid future growth into the fence and locate posts clear of roots. The second proposed motion addresses this issue.

Motion: I move that the Board of Directors grant an exception to GHI Rule §VII.A.1.a thereby allowing the member at 58-L Crescent Rd to install a black vinyl chain link fence along the unit's gardenside yard lines with minimum to no setback requirements.

Moved: Ready

Seconded: James

Carried: 7-0

6h. Establish a Task Force to Recommend Rules to Mitigate GHI's Liability Associated with Installation of Outdoor Structures

A member recently submitted a permit request to install a trampoline in the yard of their unit. GHI's insurance broker emailed staff a brochure (attachment #12a) about trampoline injuries and advised that our insurance carrier would prefer to not have the insured face the risk associated with trampolines due to the bodily injury potential. However, there is not an exclusionary endorsement for trampolines (or rebounding devices) placed on a policy unless the insurance carrier believes it is necessary (generally if seen during a loss control visit or if there is an incident reported involving a trampoline). The broker provided a hold harmless and indemnification agreement and recommended that it be reviewed by GHI's legal counsel.

GHI's legal counsel advised that the presence of trampolines on GHI's property could increase the rate of insurance due to the risks of injuries and liability claims and GHI could deny their installation based on Section 3.d. of the MOC which states, in part, as follows:

"Use of the Premises or any part of the Premises for any purpose contrary to the interests of GHI or its members as determined by GHI or contrary to law is not authorized. ... Member agrees not to do or allow to be done or keep or allow to be kept upon the Premises, anything that will increase the rate of insurance on the Premises..."

However, legal counsel recommended that if GHI permits a trampoline, we should consider requiring that the yard be surrounded by a privacy fence, to discourage unauthorized neighbors and their children from coming into the yard and using the trampoline. Legal counsel also recommended providing the member with the information about the dangers of trampolines and requiring the member to sign a hold harmless agreement (attachment #12b). Finally, the attorney pointed out that even a binding hold harmless agreement may be of little value if the member who signed it does not have adequate financial resources or insurance to pay the cost of indemnifying GHI, if GHI should be sued by someone injured on the trampoline.

GHI rules currently require members to provide evidence of liability insurance coverage before installing swimming pools and swimming pools, hot tubs and spas must be enclosed by protective fences.

The Board may wish to consider appointing a task force to recommend rules to mitigate GHI's liability associated with outdoor structures e.g., swimming pools, swing sets, trampolines, slides, canopies, climbing structures, etc. Some of the issues the task force should consider include but are not limited to the following items:

- a) What specific outdoor structures should be permitted/not permitted?
- b) Should GHI require members to sign a hold harmless agreement for certain types of structures that are permitted?
- c) Should GHI require members to have HO6 insurance for certain types of structures that are allowed and what should be the amounts of insurance coverage?
- d) Should members provide evidence of insurance coverage to staff annually for certain types of structures that are permitted?
- e) Should staff inspect certain types of structures periodically to ascertain their condition and whether protective barriers are being maintained?

Motion: I move that the Board of Directors appoint a task force to recommend revised rules to mitigate GHI's liability associated with certain types of outdoor structures that members may wish to install.

Moved: Hess

Seconded: McKinley

Carried: 7-0

6i. Consider Next Steps re: Common Area Stairway Between 2 Plateau Place and 54 Ct Ridge Rd

On September 3, 2020, the Board of Directors accepted a report from the Woodlands Committee and directed staff to remove a Dawn Redwood tree in the yard of 2-G Plateau Place and take steps to repair the stairway/retaining wall between 2 Plateau Place and 54 Ridge Rd.

On March 4th, 2021, the Board rescinded its motion of September 3, 2020 that directed staff to remove the Dawn Redwood tree, pending advice from the City of Greenbelt regarding improvements to be constructed and directed staff to monitor the health of the tree annually to determine whether it presents an undue hazard.

During the March 4th, 2021 meeting, Councilman Rodney Roberts suggested that the City of Greenbelt may be able to construct sidewalks that members in various courts of Plateau Place could use to gain access to Ridge Rd, instead of using the stairway between 2 Plateau Place and 54 Ridge Rd. The City's current budget does not contain funds for the construction of such sidewalks.

During the March 4, Board meeting and afterwards, several members who reside in the vicinity of the stairway have requested that GHI repair it as soon as possible because it is a very convenient route to gain access to Ridge Rd.

The Board should consider whether staff should take action to develop a plan and cost estimate for rebuilding the stairway and damaged portion of the retaining wall in a manner to protect them from future damage by the roots of the Dawn Redwood tree. Staff may have to engage a

consultant(s) to advise on how this can be done.

Motion: I move that the Board of Directors direct the Manager to hire a consultant to develop plans and cost estimates for rebuilding the stairway and damaged section of the retaining wall between 2-F and 2-G Plateau Place.

Moved: Hess

Seconded: Jones

Amended and carried
by a later vote

Motion to Amend: I move to replace “for rebuilding” with “for correcting the existing problems with”.

Moved: McKinley

Seconded: Hess

Carried: 7-0

Motion to Amend: I move to add the phrase “Plans shall include the options of removal or retention of the tree.”.

Moved: Jones

Seconded: Hess

Carried: 6-1

Opposed: McKinley

Motion as Amended: I move that the Board of Directors direct the Manager to hire a consultant to develop plans and cost estimates for correcting the existing problems with the stairway and damaged section of the retaining wall between 2-F and 2-G Plateau Place. Plans shall include the options of removal or retention of the tree.

Moved: Hess

Seconded: Jones

Carried: 6-1

Opposed: McKinley

Motion: Extend the GHI Open Meeting by 30 minutes.

Moved: McKinley

Seconded: Skolnik

Carried: 7-0

Discussion moved forward to Item 6k.

6j. Request from the NAHC that GHI Support a Disaster Relief Bill for Housing Cooperatives

Attachment #13a is an email from Ms. Judy Sullivan, Government Relations Representative with the National Association of Housing Cooperatives who is requesting GHI to reach out to Representative Hoyer’s office to ask him to co-sponsor a disaster relief bill for housing cooperatives (attachment #13b).

Motion: I move that the Board of Directors authorize the Manager to contact Congressional Representative Hoyer’s Office on GHI’s behalf to ask him to co-sponsor a disaster relief bill for housing cooperatives.

Moved: Ready

Seconded: James

Carried: 7-0

Motion: Extend the GHI Open Meeting by 10 minutes.

Moved: Hess

Seconded: Carter-Woodbridge

Carried: 6-1

Opposed: Ready

*Discussion moved forward to Item 7.*6k. WSSC's Proposal to Replace Sewer Main and Lateral Pipes in GHI

Ms. April Wilt, a Project Manager with Washington Suburban Sanitary Commission (WSSC), recently informed staff that the Commission proposes to undertake sewer pipe repairs in 2021 at various sites in our community (refer to attachment #13a).

On March 16, 2017, the Board gave approval for WSSC to undertake sewer system repairs at the sites listed in attachment #13b. WSSC's current repair plan encompasses the same sites and scope of work for main sewer pipe replacement, pipe burst repair, and installation of manholes as presented in the 2017 plan. In addition, the current plan includes replacement of lateral sewer pipes and installation of cleanouts in several yards (refer to pages 3 – 6 of attachment #13a). GHI is responsible for replacement of lateral sewer pipes; however, WSSC proposes to replace them in order to install cleanouts.

Staff has requested a meeting with Ms. Wilt to obtain more details about the scope of work, and plans for restoring plantings, sidewalks and parking areas that may be damaged by the work. We will also discuss the work schedule and method of communication with members who will be affected by the project. Staff will provide the Board with an update after the meeting.

*Discussion moved backward to Item 6j.*7. Items of Information7a. Board 12 Month Action Plan and Committee Task List7b. Monthly GHI and City Calendars7c. President's Items7d. Board Members' Items7e. Audit Committee's Items7f. Manager's Items**Motion: To adjourn.**

Moved: Hess

Seconded: Carter-Woodbridge

Carried: 7-0

The meeting adjourned at 10:51 pm.

Ed James
Secretary

GHI Transition Task Force Interim Report to GHI Board – revised 4-29-21
To be submitted for agenda of May 6, 2021 GHI Board meeting

Overview: This report is intended to update the Board on work to date of the GHI Transition Task Force including progress reports from two work groups – Governance and Revenue Enhancement. The report includes a proposed focus on member engagement and education around questions important to the future of GHI and the General Manager transition and a work session with the new Board in June or July before the Board's strategic planning session to update the new Board and to discuss specific actions recommended for Board consideration relative to planning for the General Manager and organizational transition.

Goal and Focus: To prepare GHI for a successful General Manager transition when Eldon Ralph retires and for long-term sustainability by exploring issues raised in Task Force Charge. The Task Force decided to focus initially on Governance and Revenue Expansion and formed two work groups to advance this work.

Activities: The Task Force has met monthly since January. The two Work Groups have met 1-3 times per month. All work has been grounded in learning about GHI's current practices related to governance and operations, how fees are set, history of fee increases, and opportunities for revenue generation and related issues described below. This education was led by GHI staff Joseph Perry and Maesha McNeil and current and former Board members on the Task Force. The Task Force came to an increased appreciation for the health of GHI's current finances and operations and the complexity of the operation. ***This experience informs the Task Force's recommendation that one aspect of our next focus be member engagement, communication and education.***

The Governance Task Force began by clarifying its focus: what changes in governance might increase the odds of success in attracting and retaining a talented General Manager who fits the GHI culture and direction set by the members and Board. This resulted in a brainstorm of ways to make the amount of time and work required of the General Manager and staff related to Board, Committee, and Task Force meetings less onerous. Without change, the Task Force believes it will be quite unlikely GHI can recruit, hire and retain successfully the General Manager and Senior Staff required. These changes are also considered important to GHI's ability to recruit future Board and Committee members. They also are time consuming for existing staff and costly in terms of both actual costs and the opportunity costs because staff cannot spend time on items that would have a bigger impact on GHI's sustainability.

The Governance Work Group, with guidance from consultant Peggy Sand, developed initial recommendations into three types:

- 1) Short-term actions for Board consideration and action now – see attached for details
- 2) Changes requiring By-law amendments for further discussion by Task Force, members and Board before deciding to submit to members for change; and
- 3) A list of longer-term changes for consideration either before or after the new General Manager is hired through further discussion with members and the Board.

The Revenue Generation Work Group began with a review of fees and discussion of why consider increasing revenue. This led to a discussion of member concerns as stated in 2020 Member survey about fee increases. Early in the process, it was decided to focus both on possible ways to assist members who were having difficulty meeting rising fees and on additional possible revenue generation.

Regarding fee concerns and possible assistance, GHI already has a modest fee deferral program. The Work Group report on fees recommends consideration of two possible actions: an expansion of the current fee deferral program with short-term, long-term, and high equity options and possibly a Monthly Member Fee/ Rate Stabilization program. In order to assess member need, interest and support for such changes, we recommend exploring these through our Member Engagement, Communication and Education Work Group.

Regarding revenue enhancement exploration, the Work Group reviewed the ideas generated by the Long-Range Planning Group and the two recommended by the Board – expansion of fee for services and offering of property management services to other multi-family property owners. We concluded there is insufficient profit in fee for service without significant mark-up of prices, which is counterproductive to reducing fee burden for members. We also concluded with the significant turn-over in senior staff and general manager, it would be ill-advised to launch any new or risky enterprises. For this reason, we are recommending not offering fee for service outside GHI or expanding property management. It is possible these issues may deserve reconsideration after the new GM and senior staff are in place and operating well.

In these explorations, we also retained pro bono outside consultant with expertise in housing development and cooperatives. He pointed out that the Parkway Apartments are a major GHI asset. The Parkway currently contributes \$150-200,000 or so of revenue annually to GHI. The consultant recommended GHI take a long term look at the highest and best use of this asset including the land. For the same reason as above – not wanting to add work and pressure during a time of major change – we recommend relooking at this question after the New General Manager is onboarded and/or referring the question to the GHI Long Range Planning Committee for consideration and possible action sooner.

In terms of revenue, we also became aware that revenue to GHI from its investments declined over the past couple years when the Board adopted more conservative policies based on Prudent Person rules. We recommend the GHI Board continue to make a priority addressing this issue so that income from the investments can be maximized within prudent investment policies.

Recommended Next Step: Work session with new Board in June or July to discuss Task Force work to date and proposed next actions by Task Force, Board and Members.



Homes Improvement Program 2008 – 2021

Final Summary Report



In the mid-1980's Greenbelt Homes, Inc. implemented a Reserves Program to fund the replacement of the windows, doors and frame home siding to begin sometime after 2010. This led to the June 27, 2013 initiation of the Homes Improvement Project, subsequently known as the Homes Improvement Program (HIP) which began as a pilot project prior to full-scale improvements of all the original GHI units. The general timeline of activities:

- 2008 – Committee meets to plan for the large-scale renovations to be funded through the Reserves Program.
- 2010 – Research project to evaluate component options, installed costs, energy savings, and current energy consumption and interior temperatures of a selected set of GHI townhomes.
- 2011 – Pilot study begins with 28 units/7 buildings (3 frame, 2 brick, 2 block)
- 2015 – HIP office established with a new Director of the Homes Improvement Program position; hiring begins for project management staff.
- 2016 – Year 1 HIP.
- 2020 – Year 5 (final), delayed by a pandemic.
- 2021 – HIP completed four months later than planned.

Summary of the Homes Improvement Program

Following the first four years of the HIP, a summary of the components, installation, and contractor performance was provided to the Board of Directors. The summary for 2019 included all previous HIP years and the elements of that summary will not be repeated here but can be found in the HIP archives.

HIP year 2019 was the most consistent and expedient relative to all five years of the HIP. The 2019 HIP summary report (June 2020) states: *“Lessons learned in the previous three years resulted in a much more even workflow and consistent outcomes for component installations. This Year 4 of the HIP resolved many previous chronic installation problems. A repeat of 2019 would be welcome in 2020, though as of this writing, the coronavirus pandemic has already caused a significant and yet undetermined disruption and a new learning curve will be required.”*

Summary data, qualitative performance analyses, and the final assessment that follows draw from all five years of the HIP and include work performed during the pandemic in 2020 and through April 2021.

Summary of Component Installations

The HIP included both Reserves Program components (windows, doors, siding, baseboard heaters) and optional improvements based on the Pilot project findings. A summary of the components:

Reserve Items	2016	2017	2018	2019	2020	Year 5+	Totals
HIP Cohort, Units	328	318	303	312	287	148	1,696
Frame Units	206	208	200	200	170	78	1,062
Brick Units	62	70	57	65	59	37	350
Block Units	59	40	46	47	53	34	279
Woodland Way Single Family					5		5
Windows	2,531	2,545	2,323	2,321	2,763	5	12,488
Doors	535	558	522	536	488	16	2,655
Siding Area, sf (approximate)	179,682	191,992	197,629	199,124	210,844	1,364	980,635
Baseboard Heaters	1,633	1,880	1,659	1,612	1,497	14	8,295
Crawlspaces	0	82	141	92	0	0	315

Optional Items	2016	2017	2018	2019	2020	Year 5+	Totals
Insulate Frame walls, 1.00"	59	71	113	108	111	1	463
Insulate Block walls, 2.25"	0	5	5	6	11	1	28
Seal Trash Closet doors	13	25	30	30	19	0	117
Close Thru-Wall AC openings	33	66	82	90	135	47	453
peep hole	105	95	105	109	94	7	515
knocker	38	42	51	58	42	2	233
mail slot	49	95	93	85	80	8	410
kick plate	44	60	55	89	85	4	337
storm doors new/reinstall	143	113	137/55	150/79	139/54	58/1	740/189
Attic Improvements	58	94	118	131	141	41	583
Mini-Split Heat Pump	49	68	98	107	116	61	499
Bath Exhaust Fans	56	69	123	120	131	47	546
Bath Radiant Heaters	44	22	25	19	28	0	138
Kitchen Radiant Heaters	12	11	13	5	9	0	50
Digital Thermostat Systems	44	51	30	21	22	0	168

The Reserves program funded replacement of the original doors, and windows, siding, and baseboard heaters, installed in the 1980's. Crawlpace improvements were included in the HIP starting in 2017. The crawlpace improvements included insulation, air sealing, vapor barrier, and exhaust fans and lighting (frame only).

Optional components included technologies to increase the efficiency, comfort, and the performance of the home and other options such as window features, door features and colors, and storm doors.

A more detailed discussion of the components will be made later in this summary.

The Pilot Project

Planning for the HIP began in 2008 with a large Pilot project to gain experience with the components for the HIP. The major elements of the Pilot project included:

- Identification of all components to be offered during the HIP.
 - Analysis of components to increase energy efficiency, comfort, aesthetics, and convenience.
 - Identification of options compatible with the Reserves program work plan.
- Estimation of cost for each component and when feasible, analysis of any payback (savings relative to the cost), and consideration of projected funding/loan issues.
- Selection of specific components to identify actual installed costs and to estimate performance of the components.
- Estimation of the amount of preparation required of members prior to the installation of each component.
- Evaluation of the members' acceptance of the selected components and the installation requirements.
- Development of a final list of components and options for funding.

Details not included in the Pilot program which would have been helpful include:

- Identification of options for the trim finish for components and relative to the housing types.
- Assessment of the interior and exterior trim finishing details, including repairs.
- Decisions about the inclusion or exclusion of additions and components.
- Description of the of the preparation details required for each component.
- Search for tax incentives and rebate opportunities.
- Identification of the mandatory requirements an estimate of the expected number of visits inside the unit based on the selected components.
- Description of the number of units and courts to complete the HIP each year.

The Pilot project provided valuable data for realistic planning of the impact (financial and disruption to members) of the HIP.

Membership Preparation

Several significant issues were encountered across all years of the HIP.

Scheduling – The most frequent problem issue - with both the membership and the contractors - was scheduling. The HIP involved up to 10 different contractors working simultaneously in GHI. Eight of these 10 required some access inside the home. There were multiple levels of scheduling details that were of concern for the members:

- Lack or delay of an overall schedule for each component so members might plan vacations, family visits, and even unit sale.

- Component schedules separated by weeks and months, particularly with those that require access to the component in a similar location i.e. the windows and baseboard heaters.
- Multiple schedules for certain components, for example, the thru-wall AC removal required 2 to 3 visits inside the unit and work outside the unit.
- Notification timing and method. The process used in the last three years of the HIP was developed based on scheduling problems from years 1 and 2. Generally, a 2-week notice was delivered via a door tag, but schedules changed due to weather or other delays. A second notice was used to remind members of the actual install date. Some members were away and did not receive the door tag. Electronic notification was not feasible for some members leaving them with a notice which arrived after their original install date and frustrating the members.

Program rules and guidelines – the HIP was established primarily to upgrade the Reserves components windows, doors, siding, baseboard heaters. In the first year, members had questions about specific components. These included questions about whether members would be permitted to:

- Keep their original doors.
- Keep their 1980's Pella windows.
- Keep their 1980's standard windows.
- Keep their custom doors or windows.
- Keep their baseboard heaters.
- Keep the dental molding around the doors (masonry homes).
- Have their non-standard components replaced.
- Receive the equivalent cost of their windows/doors if they replace their windows/doors on their own.
- Trade-off replacement of non-standard windows/doors if installed in place of standard components.
- Replace components that now adjoin conditioned space.
- Pay for higher grade windows, doors, or trim.
- Replace sliding doors.
- Convert windows to different sizes or add windows.
- Remove baseboard heaters if heat pump is installed.

As these questions were posed to HIP staff, the Board had to establish guidelines that would enable staff to make decisions on specific components. This was done on an ad-hoc basis for each specific request, requiring a good deal of staff time, until certain policies were established and applied for the rest of the HIP.

Other HIP guidelines were established by the Architectural Review Committee (door and window styles and materials, door colors and features, siding colors, and storm door styles) including an Ad Hoc Task Force for Windows and Doors that convened prior to the work starting to determine the suitability of components that members wished to retain. These selections were approved and later modified by the Board. The Buildings Committee recommended

various energy efficiency technologies and systems, which were approved by the Board and subsequently modified if necessary, as experience with each technology led to better performance assessments.

A defined set of rules/guidelines informed the decisions made in response to unique situations. Despite availability of standard components, it was still necessary to equitably address the many custom situations and requests.

Deadlines – Surveys, proposals, and schedule requests were critical steps in the HIP process so that contractors had time to order materials and make crew assignments and schedules. The Buildings Committee placed door notices, made phone calls, and in-person visits with members. After the deadline was reached, HIP staff spent many hours contacting members for the needed information to ensure all members had the opportunity to make selections. Incentives were considered but not implemented due to funding issues and adding another level of complexity. During all 5 years, members were slow to respond until close to, (or after) the deadline. According to the 2019 report: “Over the 7-week period when the surveys were available, slightly more than half of the surveys (53%) were submitted in the final week before the deadline. Another 35% were submitted in the last week. Ultimately, there were five (5) units for which no survey was submitted, and these were automatically scheduled to receive the standard HIP offerings.”

Communication challenges were primarily with reaching, and getting a response from, members who do not communicate electronically. These members were often the last to respond to time-sensitive requests. HIP survey information requested phone numbers and email addresses and were important for updating communication information for GHI.

Selections – Aside from the options for door colors and styles and a few window options, the fee-for-service optional items comprised a large portion (two-thirds) of the survey that was sent to each member and for which many decisions were required. These optional components required substantial staff time from nearly all GHI departments.

The optional components were installed along with the standard replacement Reserves components, increasing the opportunities for energy savings and performance. Allowing options along with the standard upgrades gave GHI staff the ability to manage the permitting, contractor pricing, installation, and final inspection process.

Midway through the second year, Pepco rebates were added to the HIP. While financially very valuable, the amount of staff time, and the complications this option added to the members' choice decisions was significant.

Preparations for specific components – Developed based on the past years' experiences, HIP staff created outlines of the preparation work required before the installation of the windows, doors, siding, and baseboard heaters. These outlines, catalogued in the HIP archives, were distributed approximately 14 days prior to the installation and included details such as clearance needed in front of the component, options for having in-home assistance preparing for the upgrades, requests to secure pets, protection of valuable plantings, and protection of

wall hangings and home furnishings. Staff were available to respond to preparation questions and inspection requests which allowed for a smoother installation process.

Internal Organization

Tackling such a large project as the HIP required a custom level of organization by GHI staff. A list of primary planning details includes effort to:

- Determine the time frame for the improvements and apportion costs equitably into cohorts based on building types and unit counts.
- Develop a database structure to:
 - Record detailed member contact information not part of GHI's main database.
 - Document each Reserves component and any related options by unit.
 - Catalog each optional component and associated member pricing.
 - Rollup summaries by cohort, court, and totals.
 - Establish a reporting system associating contractor invoice items with a GHI account.
 - Establish an invoicing system for member selected optional items.
 - Merge member contact information from GHI's main database
 - Merge addition data from GHI's addition database.
 - Separate detailed orders by unit for each cohort to provide contractors with precise order information.
 - Provide GHI permitting documents for options requiring county permits.
 - Obtain various summary datasets for HIP statistics.
- Survey homes for nominal window and door sizes, additions, historic components, and baseboard heater counts/lengths and thermostats.
- Assess the level of member interest in purchasing optional components to develop estimated counts.
- Obtain and process bids simultaneously for multiple contractors.
- Compile selections for Reserves and optional components, including costs, into a survey form and then a proposal form, for each member.
- Compile selections for Reserves and optional components for each contractor in sufficient time to place orders and develop crew commitments and schedules to complete the work in approximately 7 months.
- Develop a scheduling system for members providing long- and near-term updates for component installations and immediate updates for unanticipated delays.

Additions

Warranting its own consideration, additions posed a unique challenge to the HIP. Constructed over many years and on a regular basis, the components are often different from the original main home. Windows and doors may be of a different style and size from the original home. Guidelines and GHI rules governing additions are often ambiguous, especially when considering repairs versus replacement. Age considerations was also problematic as the expected lifetime of a component may not match the

actual performance. Many additions have changed hands over time and current residents are not aware of the history. Unknown at the start of the HIP, some service side additions were part of a GHI pilot to offer a standard option to add an extension. Furthermore, some additions were part of the Addition Maintenance Program (AMP) and others not. Consequently, each addition was handled as a unique building, requiring decisions on every HIP-related component. An investigation (utilizing the UDB files) into the construction and improvement chronology for each addition was required.

Complicating matters was the ambiguity of the definition for an addition. Some attached storage sheds with siding were ambiguous. Additions that are considered 3-season rooms left a question as to which components should be replaced. Navigating these ambiguities would have been much easier if a set of guidelines had been established prior to the HIP and could have been incorporated from the start.

Prior to the HIP, no formal replacement program was established for the HIP. It was not clear how additions constructed prior to the 1980's renovations were handled when the windows and siding were replaced in the 1980s.

Individual member upgrades performed between 1980 and 2016 had to be assessed for replacement based on condition, AMP status, and configuration i.e., style matching standard components.

Addition management required substantial staff time through the HIP process from planning through installation. By far, when structural problems due to rainwater leaks were uncovered, they were part of an addition or at an addition interface with the main building. Rarely were moisture problems encountered with the main buildings. Also, due to the number of additions, the bidding process was more complicated as there is no standard size from which to make cost estimates and the identification of which additions would be sided was made too late to be included in the original bids.

The Bid Process

Though a familiar function in GHI, the HIP bid process included many uncommon elements. Especially Year 1 of the HIP presented staff with a dilemma as the bid quantities for various components were unknown. Using component costs from the Pilot project, Year 1 cohort members were given these preliminary cost estimates and responded with an initial commitment to purchase. These responses then were provided to the contractors as a basis for quantities to determine pricing. Some of the actual bid costs were substantially different from the original estimates. These revised bid costs were then used in second round of surveys to the Year 1 cohort to develop final orders for the contractors. The Year 1 bid process was not repeated as quantity estimates for Year 2 through 5 were each based on the previous year. An accurate estimate of order quantities for contractors to make optimal bids is imperative.

The bid process for the General Contractor (GC) to oversee the windows, doors, and siding installations is critical due not only to the size of the contracts, but to develop a consistent process for efficiency and quality control. Originally envisioned as a competitive annual bid process to optimize costs, the lessons from the HIP demonstrate that this approach should be carefully considered at the outstart of multi-year contracts. The HIP Year 2 GC, while offering a cost savings over the Year 1 contractor in the 2017 bid process, clearly could not manage such a large project in a community such as GHI. While HIP staff was able to maintain a workflow for this one year, it is highly unlikely that the process could have been

repeated. Additionally, the Year 2 GC subcontracted all components requiring a much higher level of project management for which they were not prepared. Additionally, the change in GC from Year 1 to Year 2 necessitated a full learning curve for the window, door, and siding sub-contractors. An important lesson from this experience is simply - avoid underestimating the time required for the learning curve by the contractors.

In Year 3 through 5, the bid process was expanded to include the 2018 Year 3 costs plus an escalator for Years 4 and 5 of the HIP. This single change to the bid process allowed the bidding firms to make plans for an extended level of effort and resulted in more competitive bids.

The bid process was somewhat onerous for both GHI and the contractors. A summary of the HIP bid process and suggestions for improvements to this process for components:

Windows – prior to the RFP release, staff would survey each unit in the cohort and identify all windows based on style, nominal size, and location. The survey included addition windows which widely vary in style and size. Decisions on replacement of windows, particularly in additions, would follow a set of rules developed during the HIP planning and even during implementation. A database structure was established to record the window sizes and locations for each unit. The information in specific fields in the database would be summarized and output for the RFP process to allow contractors to have quantities, nominal dimensions, and styles on which to bid.

Window installation details were developed prior to the start of the HIP. These details are critical to a consistent installation and long-term performance. In practice, these details were modified to a standard set of practices/materials that could be consistently employed. Materials were specified at the start of each HIP Year however, not all changes made during the HIP Year were identified.

The bid process used only the nominal window size to identify costs for each window size and basic style. Each window identified by GHI included in the RFP was costed, however many more sizes were added later as addition windows or custom openings were included after the bid process. Costing then was dependent on the contractor for these specialized window sizes. Also, a complicating factor was the nomenclature for windows, for example when a window is considered a single or double unit, mullied windows, and configurations such as quarter-half-quarter.

Window measurements by the contractor is an important step but one that is very difficult to implement. Reflecting, more time allotted to this activity may have made the installations easier and the window sizes more consistent. Resolving issues such as interior window trim, tile walls, wood frames, and other non-standard details would simplify the installation and set expectations for members.

Window bid and installation recommendations prior to the start of an improvement program:

- Identify all windows to be replaced including additions and non-standard windows.
- Identify members wishing to keep their existing windows and determine eligibility.
- Catalog individual windows by unit for the bid process. Detail window configuration and maintain consistency.

- Identify all installation details including tear-out (especially for masonry homes), flashing, air sealing, integration with siding materials, exterior finishes (or trim work), interior trim finishes, caulking, and responsibility for any interior or exterior flaws resulting from the installation.
- Identify procedures for lead-safe practices or environmental concerns.
- Catalog all materials with manufacturer specification sheets. Maintain a list of materials used throughout the project noting any changes with new specifications and by date.

Doors – like the process described above for windows, main entrance doors should be catalogued for each unit by nominal size. Decisions on replacement of doors, particularly in additions, would follow a set of rules developed during the HIP planning and even during implementation. Members wishing to keep their existing doors should be identified early in the process and confirmed. Care should be taken to be as accurate as possible, including handing.

Some door installation details were developed prior to the start of the HIP. These details are critical to a consistent installation. In practice, these details were significantly modified eventually to a standard set of practices/materials that could be consistently employed. However, the door installation details changed from year-year as sub-contractors changed. The doors had never been replaced in most homes requiring significant tear-out and accommodations for inconsistent framing. Undefined at the outset, some door installation details such as the sill, exterior and interior trim, and overhang heights were repeatedly modified. The new door sill configuration also was very different from the existing sills which caused difficulty for some members.

Door measurements are critical to the installation and result in more significant problems if incorrect. Door orders often had long lead times so any changes or errors resulted in extensive delays. Door measurements should be made from the interior so access to each unit is important. Due to the wall thickness, new door jambs do not match the existing opening. Consequently, doors were installed with additional wood trim to extend out the jamb, a difficult and time-consuming process.

Door bid and installation recommendations prior to the start of an improvement program:

- Identify all doors to be replaced including additions and non-standard doors.
- Identify members wishing to keep their existing doors and determine eligibility.
- Catalog individual doors by unit for the bid process. Detail door sizes and handing and maintain consistency.
- Identify all installation details including tear-out, jamb depth, sill material and finish, flashing, air sealing, integration with siding materials, exterior trim and finish, interior trim finishes, caulking, and responsibility for any interior or exterior flaws resulting from the installation.
- Specify performance requirements in the bid documents to include:
 - Weatherstripping installation to eliminate all visible openings,
 - Reveal consistency on three sides,
 - Sill height above finished floor,
 - Door latch without excessive force,

- Uninhibited deadbolt engagement,
- Keyway alignment, and
- Use of hinge and security screws.
- Catalog all materials with manufacturer specification sheets. Maintain a list of materials used throughout the project noting any changes with new specifications and by date.

Siding – the bid process for siding was established for the main frame buildings and for additions. Since the bid prices were separate, the addition siding cost was added to the main building. This procedure is convenient, especially with such a large number of units, however, for some additions, substantial areas of the main walls is covered by the addition. Identification of all additions that are planned for siding prior to the bid process, may help refine the siding bids. However, this does increase significantly the measurements required prior to the bids.

Rules to stipulate the replacement of siding on additions were ambiguous at the HIP outstart. The age of the addition and the age of individual components were both considered in this decision process. Furthermore, if an addition was not on the Addition Maintenance Plan (AMP), the components were not considered for replacement.

Addition component eligibility often required research using the hardcopy files and an investigation of the permitted construction and improvements of the addition. This research was time-consuming, and the files often lack the details necessary for a clear decision. An important lesson from the HIP is that this process should be refined and streamlined prior to any siding bids.

As with other components, some siding installation details were developed prior to the start of the HIP. These details are critical to a consistent installation. In practice, these details were somewhat modified eventually to a standard set of practices/materials that could be consistently employed. The siding installation details changed as sub-contractors changed. However, if a siding supervisor oversees the crews and monitors the installation details, there is far less variation in the installation details.

Siding bid and installation recommendations prior to the start of an improvement program:

- Identify all additions planned for siding prior to the bid process.
- Identify all installation details including drainage plane integration with windows, interfaces at rake, soffits, and addition roofs, window trim or capping, requirements for tape and sealants, flashing details at uneven surfaces, and responsibility for any exterior flaws resulting from the installation.
- Catalog all materials with manufacturer specification sheets. Maintain a list of materials used throughout the project noting any changes with new specifications and by date.

Baseboard Heaters – the bid process for this component was more straightforward but did require an interior survey of each home to identify the sizes and thermostat configuration, prior to the bid. Heaters recently replaced were excluded from the count for the bids but were documented in the HIP database.

Baseboard heater bid and installation recommendations prior to the start of an improvement program:

- Identify all heaters and thermostat configuration prior to the bid process.
- Identify all installation details including use of conduit, grounding, installation below receptacles, wall repairs behind the heaters, and responsibility for any flaws resulting from the installation.
- Catalog all materials with manufacturer specification sheets. Maintain a list of materials used throughout the project noting any changes with new specifications and by date.

The bid process is vitally important in the successful employment of major improvements and optimally include identification of all installation details, however small, for the specification documents, a more thorough discussion of component measurements, separate details for addition improvements, and identification of detailed use of protective coverings and clean-up expectations.

A major aspect gleaned from the recent HIP experience is the importance of contractor project management. This extends from the General Contractor to the sub-contractors. The importance of every crew having a responsible, experienced, on-site manager cannot be overstated. Examples of such are highlighted:

- Year 1 GC (Acadia) fielded a project manager who was on-site about 50% of the time working with an experienced crew leader for the windows and doors and a separate experienced crew leader for the siding – the workflow and install quality very good following the learning curve of the first year. The GC manufactured and installed the windows.
- Year 2 GC (AAPCO) subcontracted all work. They used project managers responsible to oversee all of the work. These project managers were not local and were onsite about half the time leaving much of the work to the subcontractors. GHI staff communicated primarily with the subcontractors and often served as de facto project managers for the GC. This approach resulted in material delays, delayed clean-ups, and scheduling changes.
- Year 3 – 5 GC (Acadia) assigned a full-time onsite supervisor to oversee the windows, doors, and siding. This supervisor was experienced and ensured material deliveries, verified orders, and performed some of the installations of optional items. Always accessible, any order changes or punch out items were handled quickly. The learning curve was minimal, and subcontractors understood their work scope.

Years 3 to 5 of the HIP were the most consistent due to the multi-year contract. Subcontractors could rely on consistent work for a portion of the year and materials could be ordered with more flexibility. With detailed planning and more accurate orders based on the experience of the HIP, similar future projects may well consider multi-year contracts to raise the quality of the work – as long as the selected GC is capable, responsible, and accessible.

Scheduling

The HIP was divided into five years with on average, about 310 units per year divided into roughly equal parts for each housing type depending on the number of units in each court. Courts were always serviced as a unit (except for those with the Pilot home rows). Generally, the workflow through the cohort was the same for all the contractors except the HVAC. Work started in frame units since the

siding would be installed after the windows (and doors if possible). The GC set up the original flow in Year 1 and this was followed for the next 4 years. Initial concerns that scheduling would have to avoid more than one contractor in a court did not materialize.

A summary of the start dates and duration for each major component is shown below. The pandemic, beginning in March 2020, delayed the schedules for the last year of the HIP.

Contractors start date:	2016	2017	2018	2019	2020/21
Mini-split heat pump systems	5/19/2016	4/5/2017	4/16/2018	4/16/2019	6/26/2020
Window upgrades	5/16/2016	5/15/2017	4/19/2018	4/22/2019	7/8/2020
Electrical Upgrades	5/27/2016	4/24/2017	4/30/2018	4/15/2019	6/16/2020
Door upgrades	7/14/2016	5/15/2017	5/15/2018	5/14/2019	7/13/2020
Siding upgrades	5/18/2016	5/23/2017	6/11/2018	5/28/2019	7/20/2020
Attic upgrades	8/8/2016	7/15/2017	5/29/2018	5/1/2019	6/30/2020

Installation Days:	2016	2017	2018	2019	2020/21
Mini-split heat pump systems	182	202	226	237	273
Window upgrades	177	144	176	172	280
Electrical Upgrades	117	108	109	103	106
Door upgrades	153	149	210	184	261
Siding upgrades	160	176	194	171	214
Attic upgrades	49	121	140	162	156

Scheduling for each year of the HIP though begins some 6 to 8 months earlier with the catalogue of each component to be upgraded including measurements. This can be a challenging process as the surveys included traversing the exterior of each unit and access inside the unit.

With respect to the administrative function of the HIP, scheduling was a detail with the largest learning curve for staff. Particularly for components requiring interior access, establishing procedures to provide notice and updates developed over the first few years of the HIP. Critical to the scheduling effort was having detailed updates from contractors. One aspect included in contracts was for contractors to provide schedules early in the planning process. A summary of the overall scheduling details is outlined in the Table below.

Component	Schedule Details	Scheduling Factors	Interior Access Required
Windows and Doors	Initial schedule for entire cohort based on crew size and manufacture	Weather, consistent crew size, plant operation, material availability	1. Measurements (20 min) 2. Window Installation (4 hr.) 3. Doors (6-8 hr.)
Siding	Initial schedules unreliable	Weather, number of crews and crew size, supervisor planning	Minimal interior access required
Baseboard heaters	Initial schedule for entire cohort based on crew size	Severe weather, component supply	1. Measurements (20 min) 2. BBH Install (3-4 hr.) 3. Options (+ 2-3 hr.)
Bath fans	Initial schedule for entire cohort	Severe weather, component supply	1. Vent (10 min, 2 hr. block) 2. Installation (3-5 hr.)
Attic insulation	Initial schedule for entire cohort	Severe weather	1. Installation (3-4 hr.)
Mini-split heat pumps	Initial schedule for entire cohort	Severe weather	1. Walkthrough (20 min) 2. Installation (2-3 days)
Thru-wall AC removal	Sporadic schedules	Weather, crew availability	1. Remove AC (2-3 hr.) 2. Interior repair (1-2 hr.)
Storm doors	Sporadic schedules	Weather, crew availability	1. Installation (2-3 hr.)

From the Table above it is clear that some members could easily have a dozen or more visits inside the unit for which scheduling is required. Also, weather, manufacturing, or material supply delays have made this scheduling a repetitive process of updates and notifications. Many members found this whole process justifiably onerous. Midway through Year 2 of the HIP, a part time staff was hired to in part maintain all the schedules and the notification process. Staff eventually developed a consistent scheduling process:

- Obtain schedules from contractors or develop schedules as crews are available.
- Post reliable schedules online on the HIP webpage.
- Maintain a spreadsheet of each component requiring a separate schedule notice.
- Develop 14-day door notices specific to each component.
- Develop 2-3-day door install update notices for each component.
- Update spreadsheet records on when the notices were set.
- Develop "delay" notices in the event of weather or other delay and set for those affected during the week.
- Report schedules for each component in the weekly E-news update.
- Update directly affected members immediately on the day of a delay.
- Update the website the day of each delay with revised schedules.
- Update the website with any schedule changes due to crew or component availability.

Communication is critical to the scheduling protocols. A frequent complaint from members, particularly in Years 1 and 2, was the either short or lack of notice, that work will be done in their unit.

Communication with members was done using the following methods:

- Notices placed on doors,
- Email,
- Notices placed in the weekly E-news,
- Information placed on the HIP page of the GHI website,

- Phone calls,
- Postal service for select portions such as surveys and invoices;

Members without email accounts or computers to access the online information, were left to rely on the door notices and/or neighbors for updates. Throughout the HIP, members relied heavily on the door notices – a labor intensive effort. The next most important means of communication was email. A recommendation for similar future efforts is to establish a communication protocol prior to any work to keep members updated on relevant information.

Project Management

Mentioned frequently above, project management was crucial to the HIP operation. Specifically for contractors and GHI, the following details will provide further insight into the HIP operations for the past 5+ years.

General Contractor (windows, doors, siding) – The GC is responsible for work that accounts for the bulk of the reserve expenditures for the HIP improvements. Managing such a large body of work required full-time attention from the GC staff. When this was lacking as in the 2nd Year of the HIP, the workflow suffered. Especially in the 2nd Year when all components were subcontracted out, the GC (AAPCO) appeared to have much less investment in the outcome of the project rather spending effort to locate affordable subcontractors.

The other 4 years of the HIP did have very good GC management. The windows were manufactured by the GC (Acadia) so managing this effort was directly in their wheelhouse and they had a large investment in the work outcome. Less so though for the doors, however, the GC did have a regular subcontractor crew who installed doors and the GC themselves often did door installation on other projects. They were familiar with the work scope and resolved any issues. Likewise, the GC subcontracted the siding to a company with whom they have a long-standing relationship. Furthermore, the siding supervisor worked extremely well with the GC project supervisor increasing the efficiency and quality of the work.

Aspects of the GC project management that proved to be critical include:

- Accurate measurements for windows, doors, and siding,
- Detailed planning for production and delivery of major components,
- Onsite organization of materials,
- Detailed plan for cleanup and waste disposal,
- Crew oversight, especially when installation issues become common,
- Scheduling flexibility for weather, product delivery, or customer requested, changes,
- Ongoing quality assurance and attention to details,
- Responsiveness to problem resolution and punch out details, and
- Good customer relations (both GHI staff and members).

Electrical contractor – The electrical contractor (Bestway) was responsible for the baseboard heater (BBH) installations and optional electrical equipment such as thermostats, radiant heaters, and bath fans. This contractor was the same for all 5 years of the HIP. Generally, the crew leader in each year was

very familiar with the work and the learning curve was quickly surmounted. Due to the consistency of the work and the attention to detail, there were few problems with the BBH installations. Any defects encountered were quickly resolved without issue. The crew was adaptable, and members found them easy to work with. The electric crew was the most consistent on schedules even in the year of the pandemic.

Attic contractor – The attic contractor in Year 1 of the HIP (CHS) completed the work with few issues. Less than 20% of the cohort selected this option in 2016. The contractor appeared to have difficulty in doing the work efficiently but did so with few punch-out issues. In Year 2 of the HIP the attic contractor (Green Step) was much more detail oriented and invested in the work. The crew quickly mastered the work with efficiency having prepared the materials prior to arriving for the workday. Members had very few problems and the crew were well regarded. Green Step also took it in hand to develop a rebate program for GHI within the Pepco Home Performance with Energy Star program. Working with Pepco's contractor, ICF, GHI members were able to know in advance, the expected rebate amounts. This resulted in a more than doubling of the attic upgrades selections. Furthermore, this same contractor included a significant rebate for the mini-split heat pump system, increasing the selection of this technology by more than 50 percent. The attic contractor kept to their schedule without problem.

HVAC contractor – The HVAC contractor was the same for all years of the HIP. After some initial learning curve issues, they worked into a consistent routine for the installations. The crew was faced with some challenging installations due primarily to additions but were willing to work through the design issues. GHI staff was heavily involved in the layouts though to ensure consistency and alleviate problems since these could be quite costly to change. No system was installed without a walkthrough with the member to approve all equipment locations. This took a good deal of staff time but resolved issues that would have slowed the installations. This level of pre-installation work allowed for an aggressive schedule which extended longer than any other component (except for the last year of the HIP during the pandemic).

HIP staff management – Given the large amount of work and the range of components installed, staff oversight of the HIP was as crucial as that of the contractors. HIP staff responsibilities included:

- Develop specifications for installation of each component in specific unit types,
- Identification of each individual component for upgrade,
- Measure and assess each addition for upgrades,
- Compile a photo record of each unit prior to work start (2018-2020),
- Identify costs for all optional upgrades,
- Develop and disseminate a survey to each member listing standard upgrades and all options for selection by each member,
- Organize help sessions to address survey questions,
- Transfer all survey data to the HIP database,
- Process each survey into a proposal for member signature,
- Prepare orders for all contractors,
- Schedule contractor visit to measure window and doors,
- Schedule contractor visit to locate HVAC hardware,
- Compile all schedules and post,

- Develop 14-day advance notices and 3-day reminder notices for each component,
- Verify with members the scheduled work and preparations,
- Inspect contractor work and monitor progress,
- Identify daily, all punch items from the installations,
- Arrange key transfer,
- Address member concerns and questions,
- Adjust schedules as required,
- Work with maintenance to prepare units and address installation defects,
- Cross-check contractor invoicing,
- Prepare member invoicing, and
- Issue installation checklists and compile returns.

During the main portion of the HIP there was as many as ten or more contractors working in units or courts. On each day, contractors may need access to over a dozen units. HIP staff are generally involved in each entry and follow up with the contractors.

Although the HIP staff were familiar with all the component installations, individual staff were focused on specific upgrades or tasks:

- Oversight of electrical and attic upgrades,
- Oversight of windows, doors, and siding,
- Oversight of HVAC,
- Oversight of crawlspace upgrades,
- Maintain scheduling and notices,
- General oversight of punch items (contractor and maintenance), and
- Daily responses to phone calls, emails, and walk-ins.

HIP staff were organized to work 5 days a week with some Saturdays. Contractors were typically on site from about 7 am to as late as 7 pm during the longer summer days.

Technology Assessment

This section summarizes the experience with the component installation and reports from members on the use of the components. Generally, members found that participating in the HIP to add improvements to their homes such as bath fans or storm doors was far easier than contracting this work on their own. The HIP simplified the permitting process and provided a level of inspection rarely available when contracting independently. Also, the HIP staff responded to any questions or installation defects that would normally be left to the member to resolve with the contractors.



Windows – The vinyl windows selected for the HIP were energy star rated with low-e coating and argon gas fill. The existing windows were installed in the 1980's rehab which included an interior trim detail making the HIP window installation straightforward. The existing windows did have a caulk bead that at times was difficult to remove causing minor damage to the trim. Caulking has been an issue, particularly with caulking materials that remain pliable. This characteristic can also retain dirt, but the performance advantages and the quality of the caulk outweigh this negative aspect. The window installation on average would take about 3 to 4 hours.

In the case where the new HIP windows are replacing the wood Pella windows from the 1980's, there was a noticeable difference in the size of the windows. This was done to preserve the interior wood trim. In order to have the window sizes back to the typical, all of this interior wood trim would be removed. The contractor was unsure what was behind the wood trim and if more extensive work would be needed to install the windows. This detail should

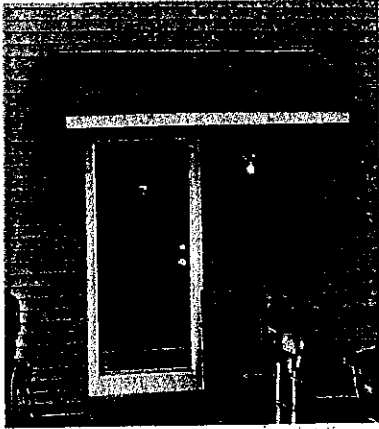


be carefully reviewed when planning the next upgrade to the units with this existing wood trim. Overall, the window installation was smooth with few punch items and few complaints from members:

There have been few issues with the window operation and members report that they are much easier to move. Many members report that their unit is quieter with the new windows and there is far less draft. Some condensation issues still arise depending on the interior moisture levels but is not widely reported as with the old windows. The interior window surface of the new windows is much warmer in the winter than with the old windows due to the low-e coating.

Maintenance thus far has been minimal. Some cases of the double-hung sashes coming out of the balancer shoe are easily fixed. There have been a few issues of a failed balancer which is a more extensive repair.

Most of the new windows are Acadia with one HIP cohort and the Pilot homes using Vytex windows. The offered options of half screens, grids, and casements (masonry homes) were all selected by some members in all HIP cohorts. A very few members expressed the opinion that the new windows are not the quality they wanted.



Doors – With few exceptions the doors in the main homes were original wood doors with single pane clear glass. The new door technology is a fiberglass skin over foam core with double pane, low-e glazing. Members were generally satisfied with the technology; however, the installation process and performance (operation) were a source of significant dissatisfaction. Doors were consistently the most difficult component for all years of the HIP.

Since the doors had never been replaced, extracting the jambs and sills from the 70+ year old framing resulted in issues not initially accounted when planning for the production-style installation that the HIP required:

- Measurements were at times complicated by interior flooring changes and modifications to exterior overhangs,
- Interior trim was often damaged requiring many maintenance hours to repair or touch-up.
- The sill configuration of the new door is much different from the old sills,
- The interior sill height of the adjustable sill can be much different from the existing,
- The exterior sill detail in the frame homes was different depending on the condition of the existing sill,
- The jamb depth of the new doors is significantly different from the existing causing installation challenges,
- Installation details changed with more experience with the installation issues,
- Exterior metal capping over trim framing was inconsistent, and
- Doors often required post-installation adjustment to have the locks engage properly.

The experience with the door installation leads to some considerations for future replacements:

1. Establish a procedure to repair/replace all interior door trim.
2. Purchase doors with jamb sizes to match framing/sheathing.
3. Consider composite framing materials from the jamb and exterior trim.
4. Use composite material for any sill extensions below the door sill.

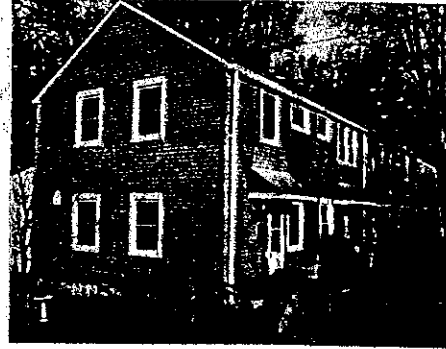
Siding – An immense effort, siding replacement was both a remarkably successful process and a source of consternation for many members. GHI attached frame units have many details that make it a challenge to install siding efficiently. Working around the homes, with the many privacy and other fences and often limited access to the garden side yards, was difficult for many of the subcontractors. The abundant plantings near the foundation were difficult to preserve during the inartful removal of the existing siding. Members were often frustrated with the process while, on whole, very pleased with the results.



Over the 5-year HIP, there were over 10 different subcontractors working on the siding. Fortunately, the siding supervisor was able to maintain a level of quality regardless of the subcontractor. In this trade, the supervisor is critical to the implementation. While several siding crews found it difficult to work on GHI homes and left having only completed 1 or 2 buildings; fortunately for GHI, one of the crews who stayed from 2018 into 2021 was exceptional in their skill,

attention to detail, and speed. They however as the only crew could not complete the work in a timely manner; one or two other crews are still needed to complete the work each year.

Siding schedules were notoriously useless. Weather, crew availability, building complexity, and material delivery, all affected the workflow. As time progressed, preparation for the siding was done at the last minute. The siding installs required significant flexibility on the part of members, HIP staff, and the maintenance department.

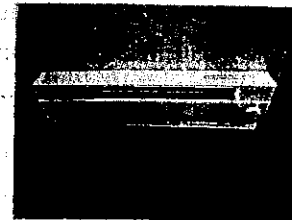


Without the maintenance department, the siding installations could not have been completed in the timeframe allotted. Activities provided by maintenance included:

- Removal of privacy fences, chain link fences, handrails, and trash enclosures close to the walls, and reinstalling after the work was complete,
- Trimming of large bushes or trees close to the foundation and inhibiting access to the walls,
- Moving of storage sheds,
- Repair of rotted sheathing and framing uncovered when the existing siding was removed, and
- Repair of yards with particularly severe damage, generally due to work during rainy weather,

During the siding installation, a full-time maintenance staff employee is needed to maintain the pace of work.

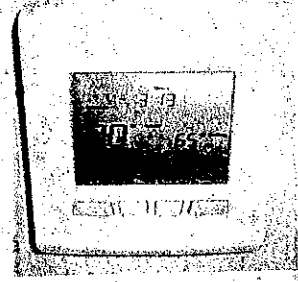
Baseboard heaters – The HIP included an effort to replace all the baseboard heaters. While many of the existing units were still working, the anticipation of ongoing failure and the subsequent inefficiency of replacing units on a piecemeal basis made this effort worthwhile and cost efficient. Unlike the siding, the baseboard heater schedule was the most reliable from the start of each year. Even during the covid, the crew was able to keep pace although material supply issues were encountered.



The electrical crew had some learning curve but generally brief and with few issues that slowed the work. They could be working in as many as six units in a day. For the most part, the electrical crew was finished with the work in the unit in one day, although supply issues during the covid was an exception.

Since the electrical schedule was much faster than the window schedule, each of these components were installed at a different time, sometimes months apart. For many members this was unfortunate as it required moving items twice as the baseboard heaters are often located under windows.

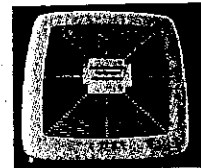
Digital thermostats – An optional item, this offering attempted to provide an easily installed technology to give members the control of their heaters from a wall-mounted thermostat instead of the simple dial controls located on each heater. A good theory but only one viable technology was found, and the implementation was difficult. The thermostats work well but are difficult to program to connect to heaters. The wall thermostat is powered by batteries which last on average about a year. The HIP rules developed around digital thermostats were inflexible and complicated, for example, digital thermostats were only offered for the whole house and not per room(s). Also, when selecting this option - if existing wall thermostats were present on the first floor, these were removed and replaced with the wireless technology instead of using a digital wired programmable thermostat.



It is likely that some decision on the continued use of these thermostats will be necessary in the years to come.

Radiant heaters – Another option installed by the electrical crew was radiant heat panels. Offered for the kitchen and bath only, these panels heat a flat surface to radiantly heat the space. Most effective when the subject is in proximity to the panel, they are a unique technology quite different from the baseboard heaters (convective heat) or mini-split heat pumps (forced air heat). Not a popular option due to the cost, there were a significant number of members not satisfied with the performance (they take a about 15 minutes to heat up). However, the energy use is about one-quarter of the standard round heaters. The kitchen radiant heaters were difficult to locate and in multiple cases could not be installed.

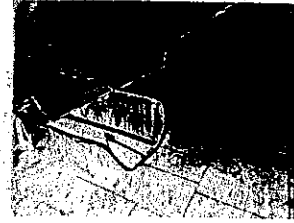
Bath fans – One important technology improvement in homes was the offering of the bath exhaust fan. Nearly 500 members selected this option in the HIP, which was required to qualify for rebates, with another 47 members requesting bath fans in the extra Year 5+. This was one technology of high value that the HIP facilitated making it much simpler for members to select this option.



The bath fans were installed using a sophisticated controller/humidistat that senses moisture changes and automatically activates the fan. There were some difficulties with this technology as it activated during high humidity periods in some homes. However, the adjustments were sufficiently refined to accommodate this condition. There are very few complaints on the bath fan technology aside from the issues with the controller.

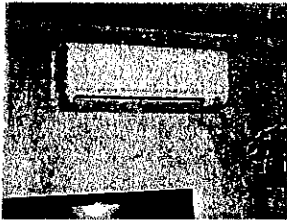
Wall insulation – An option for frame homes, this easily installed technology did require a few additional siding details, quickly mastered by the siding crews. Care was necessary to install the board insulation without gaps and attention to detail at wall/roof intersections. The benefit to members accrues annually, especially as space conditioning costs increase. The technology is expected to have long term performance, without maintenance, and remain serviceable into the next HIP. This optional technology may have been more cost-optimized if installed on all units.

Attic insulation – Offered as an option for homes and additions with accessible attic space, 542 members selected attic insulation during the HIP with an additional 41 members adding this option in the Year 5+ work. Starting in 2018, members were offered 3 options, air sealing, floor insulation, and insulating the attic access. The floor insulation was designed to preserve storage area.



In 2018 a formal process was developed by the attic contractor, Green Step to participate in the Pepco Home Performance with Energy Star program. In conjunction with Green Step, the Pepco contractor ICF and HIP staff, a procedure was developed whereby rebates were defined for the attic improvements and the mini-split heat pump during the survey period. This allowed members to decide if the rebates were sufficient to make the improvements more affordable. This process was unique to GHI and enabled a much more robust participation in the efficiency upgrades.

Mini-Split Heat Pump – The single most costly investment by members, the mini-split heat pump offered the opportunity to have a more consistent source of heating and cooling. Along with the increased comfort, the energy savings adds value. Few complaints have been registered.



Members have requested more information on the optimal settings to increase comfort, particularly on the first floor. There is a learning curve to the operation and the contractor will provide some more details on the operation and maintenance.



Installations were straightforward; however, every system required a “walkthrough” with the member to locate all the hardware. This effort was imperative and alleviated many anticipated problems. Also, the contractor would in some cases sacrifice aesthetics for ease of installation – balancing these concerns was an important role for the HIP staff.

The mini-split systems require refrigerant, condensate, and power lines to each indoor unit. Consequently, the exterior of the homes has a noticeable line cover that in the HIP, were required to be painted to match the wall color.

The systems come with a remote control that is mildly intuitive. For some members, this controller is difficult to use. The systems are much more user-friendly with an optional wall thermostat; however, this was an expensive option and rarely selected. Hopefully, next generation equipment will include a more affordable thermostat control.

Remove Through-Wall AC – Initially considered an expensive option, many members found that the HIP service was invaluable when attempting to locate a contractor to provide this service. Particularly in the masonry homes, the exterior brick or block are difficult to repair to make look close to the original.

The work scope included removal of the through wall AC unit (in masonry homes these units can be quite large and heavy), repair of the wall structure, and finish of the interior and exterior surfaces. The work involved three different contractors and is the reason for the difficulty in finding one contractor to do the work. Over 450 through wall AC units were removed during the HIP with more than 10% of these added in the Year 5+ catch-up work.

Workflow

Generally, the HIP work started in the frame units located in the northern portion of GHI (Hillside, Research) and flowed along Ridge to the southern portion of the community. Except for the mini-split installations, all work started in the frame units and flowed to the brick and block units. The masonry units were last to receive windows and doors and had the largest time separation between the baseboard heater installation and the window installation (both require moving furniture at windows).

The ideal schedule was to begin work in mid-April and to complete the work latest mid-December.

HIP Workflow - Ideal

Month 1	Start - baseboard heaters/options
	Start - mini-split system installs
Month 2	Start - windows and doors
Month 3	Start - siding
Month 4	Start - attic insulation
	End - baseboard heaters/options
Month 5	
Month 6	
Month 7	End - windows
Month 8	End - doors
	End - siding
	End - attic
	End - mini-split systems

With as many as 326 units in a cohort, the contractors need to average about 2 units per workday to finish in 8 months. This was achievable for the contractors even with holidays and weather delays. Less controllable were material or component delays which could stop work for weeks at a time. Doors, with a long lead time from order, were particularly susceptible to delays. Siding delays were attributed to the lack of crew availability.

Four to six weeks prior to the start of work HIP staff and contractors were preparing, including measurements, product and material purchases, crew assignments, and procuring storage and waste disposal containers.

Punch out items are also part of the overall work schedule. These occur during the work and continue after the major components are installed. Punch out items are documented as the work is performed and through an installation checklist is provided to each member. A hard-copy installation checklist would be placed at each unit

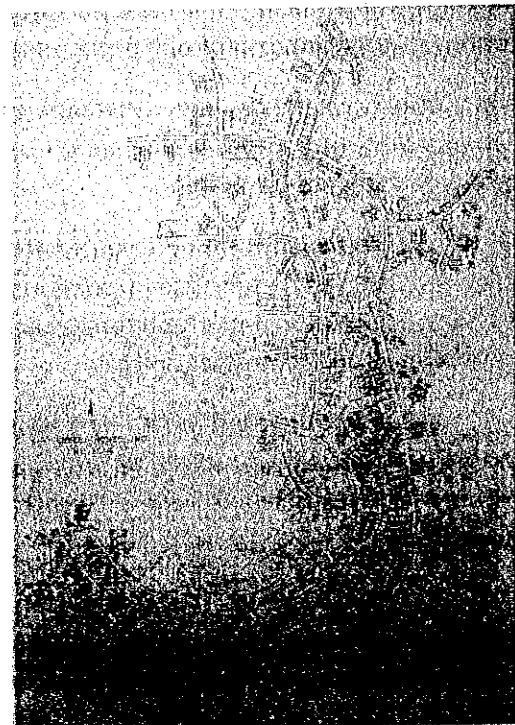


Figure 1. GHI cohort map

following the last of the component installations. The checklist provided members with the opportunity to identify any remaining issues that require repair. Members often used email and phone calls to document punch list items.

Major problems encountered

The HIP included 20 different components. Each of the components had at some point an issue that required adjustment or repair, and in a few cases, replacement. In other cases, the installation itself was an issue. The vast majority of these were handled without problem, however a few issues were more persistent:

- Door mechanics required adjustment (latch, dead bolt),
- Door difficult to close,
- Interior door trim repair,
- Dust residue,
- Siding installation -damage to plantings,
- Siding installation -residual nails, metal, and vinyl pieces in yard,
- Storm door operation and fit, and
- Minor interior wall damage.

Door installations were the most challenging for the HIP contractor. Often difficult for any contractor, door adjustments are one of the most common repairs for GHI maintenance.

Member use of technologies

A few HIP technologies continue to pose a challenge to members to operate easily and consistently. The mini-split heat pump is a case in point where the heating operation for some, did not result in the expected level of comfort. The bath fan controller was another example of complicated user interface.

Mini-split heat pump – the standard system uses a thermostat located in the top of the air-handler. The remote-control device for the unit simply defines a set point – so the desired interior temperature can be 4 to 5 degrees different from the display setting. The controller is complicated by obscure symbols that are difficult to read. The user manual is limited in the various options for setting the air-handler to increase comfort in a specific room.

The contractor was called many times to review the operation of the unit with individual members. An online information session is planned for the contractor to provide more detail that is not included in the manual.

The mini-split system does require annual maintenance to ensure good performance over time. Some members contract to have this maintenance done, other members ignore it completely. The unit is located on the wall which makes it difficult for some members to remove the filter for cleaning. With nearly 500 mini-split systems installed in the community, a regular maintenance program would be valuable.

Bath fan controller – More than a simple on/off device, the controller can automatically respond to changes in humidity to activate the fan. With the standard settings, the fan might activate during odd hours even when the bathroom was not being used. Changes to the sensitivity of the humidistat to help alleviate these issues. Both an instruction sheet and a video are located on the HIP webpage to provide information on changing the settings.

Radiant heating panel – Controlled by a standard dial thermostat, the radiant panel is a significantly different type of heat from the standard fan-powered heaters. Some members were dissatisfied with the performance as they could not perceive much heat. We have recommended that they leave the heater on about 15 min. prior to bathroom use. At about one-fourth the power draw from the standard, this results in little extra energy use.

Windows – While simple, the windows do have a few features that may require explanation. The tilt-out feature works well unless it is engaged with the bottom sash still in the track. When tilting the sash and at the horizontal position, the sash can come out of the shoe; care is needed when cleaning. Some members are not aware of the security tabs which limit the window opening to about 3 inches.

Year 5+ catch-up HIP installations

Following the 2019 HIP which was on-schedule better than any of the previous 3 years, the Board of Directors decided that members in HIP Years 1 to 4 could participate again in the HIP with a limited selection of options. Nearly 150 members selected this opportunity, in large part due to the availability of the rebates for attic improvements and mini-split systems with which about half of the Y5+ cohort participated.

While valuable for members who were not able to participate in the HIP to the extent previously desired, the Year 5+ opportunity added outsized effort for the HIP staff and contractors. Material orders, scheduling, and bookkeeping all required more work than a typical HIP cohort. Certainly, the pandemic added complexity and extended the schedules far beyond original planning.

Miscellaneous summary details

Important details related to the overall functioning of the Homes Improvement Program:

1. Buildings Committee. This standing committee provided extensive planning and guidance to the HIP extending from 2008 through the present. From establishing the pilot project, to decisions on optional components, to annual activities in support of HIP staff and members during all HIP years, Buildings Committee members provided technical and programmatic support. Particularly during the HIP options selection period, the Buildings Committee staffed HELP sessions to support members in completing the extensive HIP survey. They also made repeated follow-ups with members to secure responses in a timely fashion. The Buildings Committee continues their HIP support through post-HIP assessments.
2. Unit Access. With few exceptions, the HIP reserve upgrades are not optional for members. Every year a small number of the cohort were very reluctant to have HIP staff and contractors enter

their unit. Though a variety of reasons for this reluctance, resolving any issues required a good deal of staff time. Given the large scale of work and compressed schedules, one recommendation is that Member Services staff be more involved in the day-day work of such a project to resolve concerns on the work being performed.

3. Component access. GHI units are generally small leaving little room to move furniture and other personal items. Access to windows and baseboard heaters was very difficult for contractors in some units. Attic storage limited some members from selecting this insulation upgrade. A more focused effort to prepare members for the HIP work may have eased the difficulty in installing upgrades. Reliable contractor schedules would also be helpful.
4. Reserves program. When reviewing what components were covered by the GHI reserves program, there appeared to be some confusion. A few members were expecting charges and wanted to do nothing to avoid charges. Others wanted the equivalent amount so they could select their own components and contractor. More questions surfaced concerning addition components, components adjacent to conditioned spaces, and replacement of non-standard components with standard components. Regular and detailed clarification of these issues during each year of the HIP may have made it easier for some members.
5. Board of Directors. When formal decisions, applicable to all members, were required for the HIP, the Board was the final arbiter. This enabled HIP staff to clearly define to members specific rules in implementing the HIP. The Board also set final deadline dates after which members would not have the opportunity to select optional components. While this process worked, it was cumbersome and took time to execute. The Board provided invaluable support to the HIP, keeping the program front-and-center with the membership, and making critical contract decisions to balance costs, work quality, and efficiency.

Hi Tom - SES would be happy to convert the existing PPA contract with GHI to a Pre-paid PPA.

We would amend the existing PPA contract to include the language below.

SES intends to transfer ownership of the system to GHI for \$1.00 after year five, but federal tax regulations governing the PPAs do not allow us to put that in the PPA contract itself. Instead, the proposed language below references selling the system to GHI for the fair market value. (If GHI does not purchase the system for a \$1 SES plans to donate the system to GHI.) It also details how the equipment warranties would be transferred to GHI, and how SES's workmanship warranty would continue for the remainder of 25 years.

Thanks, Kurt

Proposed Amendments to PPA Contract

- **Updated System Size:** 156.8 kW.
- **Expected Year-1 Production:** 156,643 kWh
- **Prepaid PPA price:** \$258,155.52 (a 16% savings to GHI off the cash purchase price) to be paid in full before system is turned on.
- **Ownership of SRECs:** SES would transfer the rights to all Solar Renewable Energy Credits (SREC) generated by the system over its 25-year expected life to GHI upon commencement of operation. (SREC registration with the regional grid actually takes 3-4 months and that process can not start until after the system has Permission to Operate from PEPCO.)
- **MD Commercial Clean Energy Grant:** SES would transfer to GHI any Clean Energy Grants the system is eligible to receive from the Maryland Energy Administration (MEA). SES would apply for a MEA Commercial Clean Energy Grant for the system and rebate any grant awarded to GHI. SES expects the MEA to award the maximum amount of \$20,000 for the GHI project.
- **5-year Production Guarantee:** SES would guarantee the system production to be 80% of the expected year-1 power production for five years. The system performance would be trued-up on year three (3) as the average of the first three (3) years, and then again at the end of year five (5). Any excess production over the minimum guaranteed amount would be carried forward to future years.

The table below lists the kilowatt hour (kWh) amounts that SES is obligated to ensure the system produces under the Minimum Cumulative Production Guarantee by the end of year three (3) and the end of year five (5).

Should the system not produce the minimum cumulative kilowatt hours guaranteed by the end of either year three or year five, SES would reimburse GHI for such production shortfall at the rate of 11 cents per kilowatt hour.

SES is not obligated to reimburse GHI for the value of any SRECs should the system not meet the Minimum Cumulative Production Guarantee kWh amounts even if any such power production shortfall

is determine to have been caused by a workmanship error on the part of SES (however SES may choose to reimburse GHI for such SRECs at SES's sole discretion).

The Production Guarantee does not extend beyond five (5) years from the first day of system operation.

Year	Estimated Annual Production (kWh)	80% of Annual Estimate (kWh)	Minimum Cumulative Production Guarantee
1	156,643	125,314	
2	155,781	124,625	
3	154,925	123,940	373,879
4	154,073	123,258	
5	153,225	122,580	619,718

- **System Maintenance, Warranty, and Insurance:** SES would maintain, warranty, and insure the system as for the 20-year life of the PPA unless GHI becomes the owner of the system.

- **System Purchase After 5 Years:** Either party may opt to enter negotiations for the sale of the system from SES to GHI for the fair market value any time after the fifth year of operation.

In the event that ownership of the system is transferred from SES to GHI, SES's workmanship warranty shall remain in place for the remainder of the 25 years from the date of system operation. In that event, SES will also transfer to GHI the 20-year Extended SolarEdge inverter warranties and all other equipment warranties. SES would provide GHI with the documentation of such warranty transfers.

In the event that GHI becomes the owner of the system, SES would no longer be responsible for maintaining or insuring the system. SES's 25-year workmanship warranty would continue regardless of any change in ownership of the system.

- **Language to be struck:** Any references in the existing PAA contract that references a kWh rate or monthly charges would be struck from the PPA contract.

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Kurt Zwally,
Director of Commercial Development,
Residential & Commercial Solar Sales, Design, Installation & Service
Direct: (703) 216-2325

GHI solar PVES -- Option for Prepaid Lease

GHI ownership occurs after year 5

nominal production Panel Mfr Year-1 Output Warranty Annual Decline not to exceed Solar PVES Initial Lease Cost	156,643 kWh/yr	97%	0.550%	\$258,155.52	\$0.15 assumed utility cost of electricity, zero escalator over 30-years									
Year	Solar production kWh/yr	Solar electricity savings offset/kWh	Cumulative Electricity Cost Savings	SREC \$/kWh	SREC value (SES guesstimate)	Savings from SREC sales	Net Cost Savings per year	Total projected R.O.I.	Average R.O.I. per year					
0	0	\$0.00	0	0										
1	151,944	\$22,791.56	(258,155.52)	151.9	\$63.00	\$9,572.45	(\$258,155.52)							
2	151,108	\$22,666.20	(235,363.96)	151.9	\$55.00	\$8,310.94	(225,791.51)							
3	150,277	\$22,541.54	(212,697.76)	150.3	\$45.00	\$6,762.46	(194,814.37)							
4	149,450	\$22,417.56	(190,156.22)	149.5	\$40.00	\$5,978.02	(165,510.37)							
5	148,628	\$22,294.26	(167,738.66)	148.6	\$35.00	\$5,201.99	(137,114.79)							
6	147,811	\$22,171.65	(145,444.40)	147.8	\$30.00	\$4,434.33	(109,618.53)	-42.5%	-8.5%					
7	146,998	\$22,049.70	(123,272.75)	147.0	\$25.00	\$3,674.95	(83,012.56)							
8	146,190	\$21,928.43	(101,223.05)	146.2	\$25.00	\$3,654.74	(57,287.90)							
9	145,385	\$21,807.82	(79,294.62)	145.4	\$22.50	\$3,271.17	(31,704.74)							
10	144,586	\$21,687.88	(57,486.80)	144.6	\$22.50	\$3,253.18	(6,625.74)							
11	143,791	\$21,568.60	(35,798.92)	143.8	\$22.50	\$3,235.29	18,315.32	Simple payback during year						
12	143,000	\$21,449.97	(14,230.33)	143.0	\$22.50	\$3,217.50	43,119.20							
13	142,213	\$21,331.99	7,219.64	142.2	\$22.50	\$3,199.80	67,786.66							
14	141,431	\$21,214.67	28,551.63	141.4	\$22.50	\$3,182.20	92,318.46							
15	140,653	\$21,097.99	49,766.30	140.7	\$22.50	\$3,164.70	116,715.32							
16	139,880	\$20,981.95	70,864.29	139.9	\$22.50	\$3,147.29	140,978.01							
17	139,110	\$20,866.55	91,846.23	139.1	\$22.50	\$3,129.98	165,107.25							
18	138,345	\$20,751.78	112,712.78	138.3	\$22.50	\$3,112.77	189,103.78							
19	137,584	\$20,637.65	133,464.56	137.6	\$22.50	\$3,095.65	212,968.32							
20	136,828	\$20,524.14	154,102.21	136.8	\$22.50	\$3,078.62	236,701.62	100.8%	5.0%					
21	136,075	\$20,411.26	174,626.35	136.1	\$22.50	\$3,061.69	260,304.38							
22	135,327	\$20,298.99	195,037.60	135.3	\$22.50	\$3,044.85	283,777.32							
23	134,582	\$20,187.35	215,336.60	134.6	\$22.50	\$3,028.10	307,121.17							
24	133,842	\$20,076.32	235,523.95	133.8	\$22.50	\$3,011.45	330,336.62							
25	133,106	\$19,965.90	255,600.27	133.1	\$22.50	\$2,994.88	353,424.39							
26	132,374	\$19,856.09	275,566.17	132.4	\$22.50	\$2,978.41	376,385.17							
27	131,646	\$19,746.88	295,422.25	131.6	\$22.50	\$2,962.03	399,219.67							
28	130,922	\$19,638.27	315,169.13	130.9	\$22.50	\$2,945.74	421,928.58							
29	130,202	\$19,530.26	334,807.40	130.2	\$22.50	\$2,929.54	444,512.59							
30	129,486	\$19,422.84	354,337.66	129.5	\$22.50	\$2,913.43	466,972.39							
TOTALS	Net projected savings	\$631,916.03	\$373,760.51	4212.8		\$115,548.15	\$489,308.66	189.5%	6.3%					

Greenbelt Homes, Inc. Financial Statements December 2020

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BALANCE SHEET	
ASSETS	LIABILITIES AND EQUITY
CASH	ACCOUNTS PAYABLE
RECEIVABLES	DEBT
PROPERTY	EQUITY
INVESTMENTS	
OTHER ASSETS	
TOTAL ASSETS	TOTAL LIABILITIES AND EQUITY

Greenbelt Homes, Inc.
Balance Sheet
12/31/2020

ASSETS

CURRENT ASSETS:

Cash	(A)	\$	7,344,028
Accounts receivable (net)			602,793
Notes receivable			<u>52,893</u>
			7,999,714

OTHER CURRENT ASSETS

Accrued bond interest			24,789
GHI controlled homes for sale	(B)		66,729
Inventory			<u>124,378</u>
			215,896

Total current assets \$ 8,215,610

PROPERTY & EQUIPMENT

Land, buildings & improvements (net)			25,686,721
Vehicles & operating equipment (net)			<u>84,349</u>
Property and equipment			25,771,070
Total property and equipment			25,771,070

OTHER ASSETS:

Investment in Sub-GDC			486,690
Investment in NCB			885,137
Investments (Bonds & Bond Fund)	(C)		<u>3,060,687</u>
Total investments			4,432,514

Total other assets 4,432,514

TOTAL ASSETS \$ 38,419,194

LIABILITIES & MEMBER EQUITY

CURRENT LIABILITIES

Accounts payable & accrued expenses			872,664
Payroll liabilities			326,715
Deposits & deferred revenue			<u>698,093</u>
Total current liabilities			1,897,472

Total liabilities 1,897,472

MEMBER EQUITY

Replacement reserves	(D)		6,238,835
Contingency reserves			569,406
Working capital			1,803,980
Accumulated equity	(E)		<u>27,909,501</u>

Total members equity 36,521,722

TOTAL LIABILITIES & MEMBER EQUITY \$ 38,419,194

Greenbelt Homes, Inc.
Notes to Balance Sheet
As of 12/31/2020

Assets

(A) Cash

Cash balance includes \$6,839,861 of Federal Money Market fund on 12/31/2020.

(B) GHI Controlled Homes for Sale

As of 12/31/2020, GHI had one unit for sale. Accumulated costs to acquire this unit as well as costs to prepare the units for resale will be recovered at settlement.

(C) Investments

Corporate bonds are scheduled to mature from 2021 through 2023 as follows: 2021-\$1.1M, 2022-\$1.6M, 2023-\$0.2M. Bond fund valued at \$153K.

Equity

(D) Replacement Reserves

As of 12/31/2020 the components that make up replacement reserves are as follows:

Replacement Reserves	5,148,742
Replacement Reserves-Additions	<u>1,090,093</u>
Total	<u>6,238,835</u>

(E) Accumulated Equity

As of 12/31/2020 the components that make up accumulated equity are as follows:

Unreserved Fund - Property and Equipment	25,771,070
Other Equity (includes unreserved operating and optional replacement reserves.)	<u>2,138,431</u>
Total	<u>27,909,501</u>

Greenbelt Homes, Inc.
Income Statement Summary
For the Period Ending 12/31/2020

	Year-To-Date Actuals	Year-To-Date Budgets	Y-T-D Dollar Variance	Y-T-D % Variance
RECEIPTS				
Member charges	\$ 12,137,679	\$ 12,165,265	\$ (27,586)	-0.2%
	<u>12,137,679</u>	<u>12,165,265</u>	<u>(27,586)</u>	<u>-0.2%</u>
Service income	580,760	542,610	38,150	7.0%
Other income	(A) 1,386,710	356,740	1,029,970	>100%
	<u>1,967,470</u>	<u>899,350</u>	<u>1,068,120</u>	<u>>100%</u>
Total receipts	<u>14,105,149</u>	<u>13,064,615</u>	<u>1,040,534</u>	<u>8.0%</u>
EXPENSES:				
Real estate taxes	4,321,143	4,371,073	(49,930)	-1.1%
Trash collection	452,748	452,750	(2)	0.0%
Insurance	(B) 494,121	568,140	(74,019)	-13.0%
Admin/BOD/Comm/Mbr	(C) 1,892,289	1,495,325	396,964	26.5%
Maintenance operations	3,625,159	3,747,850	(122,691)	-3.3%
Transfer to reserves	2,429,477	2,429,477	-	0.0%
Total expenses	<u>13,214,937</u>	<u>13,064,615</u>	<u>150,322</u>	<u>1.2%</u>
Receipts over (under) expenses	<u>\$ 890,212</u>	<u>\$ 0</u>	<u>\$ 890,212</u>	<u>>100%</u>
Depreciation member units	(D) \$ 1,067,384	\$ 693,000	\$ 374,384	54.0%

Greenbelt Homes, Inc.
Notes to Income Statement Summary
For the Period Ending 12/31/2020

INCOME

(A) Other Income (Up >100%) **\$ 1,029,970**

This favorable variance is due to HIP optional improvements. The HIP optional improvements which were purchased have been capitalized.

EXPENSES

(B) Insurance **\$ (74,019)**

This favorable variance is due to lower premiums than budgeted.

(C) Admin/BOD/Comm/Mbr (Up 26.5%) **\$ 396,964**

This unfavorable variance is directly related to an adjustment to significantly reduce the cooperative's deferred tax benefit. Since the likelihood that GHI will have to pay federal income taxes in the foreseeable future is remote, the deferred tax asset has been reduce accordingly.

(D) Depreciation Member Units (Up 54.0 %) **\$ 374,384**

This unfavorable variance is related to adjustments made to the depreciation schedule of member units which were not included at the time the 2020 budget was approved in November 2019.

Greenbelt Homes, Inc.
Administration Summary
For the Period Ending 12/31/2020

	Year-To-Date <u>Actuals</u>	Year-To-Date <u>Budgets</u>	Y-T-D Dollar <u>Variance</u>	Y-T-D % <u>Variance</u>
<u>ADMIN EXPENSES:</u>				
Labor	(A) \$ 885,367	\$ 839,969	\$ 45,398	5.4%
Fringe benefits	(B) 227,566	267,710	(40,144)	-15.0%
Office supplies/postage	(C) 46,386	37,700	8,686	23.0%
Copier	16,240	14,900	1,340	9.0%
Telephone	(D) 19,519	23,800	(4,281)	-18.0%
Hiring & training	(E) 26,847	34,500	(7,653)	-22.2%
Temp & prof help	(F) 37,008	33,500	3,508	10.5%
Legal	(G) 32,053	40,000	(7,947)	-19.9%
Annual audit	19,425	19,425	-	0.0%
Assoc. dues & conferences	(H) 6,872	2,500	4,372	>100%
Board/Audit/Committees	(I) 23,526	53,120	(29,594)	-55.7%
Members' expenses	11,456	12,000	(544)	-4.5%
Utilities	(J) 27,195	32,000	(4,805)	-15.0%
Personal Property tax	4,500	4,500	-	0.0%
Depreciation	11,839	12,050	(211)	-1.8%
Other	(K) 421,959	7,850	414,109	>100%
Information technology services	(L) 74,531	59,800	14,731	24.6%
Total admin	<u>\$ 1,892,289</u>	<u>\$ 1,495,325</u>	<u>\$ 396,964</u>	<u>26.5%</u>

Greenbelt Homes, Inc.
Notes to Administration Summary
For the Period Ending 12/31/2020

(A)	Labor (Up 5.4%)	\$	45,398
	This variance is primarily due to increased annual leave accruals due to employees not being able to take leave during the pandemic.		
(B)	Fringe (Down 15.0%)	\$	(40,144)
	This favorable variance is primarily due to the actual number of employees enrolled and the actual medical, dental, and life insurance costs being below budgeted amount.		
(C)	Office Supplies/Postage (Up 23.0%)	\$	8,686
	This unfavorable variance is primarily due to differences for the purchases of envelopes, letterhead, and door hangers which are not inventoried. Processing fees associated with the Neotouch postage processing system also contributed to this variance.		
(D)	Telephone (Down 18.0%)	\$	(4,281)
	This favorable variance is primarily due to actual MTI messages being below the budgeted amount.		
(E)	Hiring & Training (Down 22.2%)	\$	(7,653)
	This favorable variance is directly related to decreased activity due to the pandemic.		
(F)	Temporary and Professional Help (Up 10.5%)	\$	3,508
	This unfavorable variance is due to temporary staffing for the management office.		
(G)	Legal (Down 19.9%)	\$	(7,947)
	This favorable variance is due to actual legal expenses being below budget.		
(H)	Assoc. Dues and Conferences (Up > 100%)	\$	4,372
	This unfavorable variance is partially due to an early payment for the 2021 NAHC dues.		
(I)	Board/Audit/Committees (Down 55.7%)	\$	(29,594)
	This favorable variance is primarily due to savings related to committee expenses not incurred due to the pandemic.		
(J)	Utilities (Down 15.0%)	\$	(4,805)
	This favorable variance primarily due to actual electrical usage being below budget.		
(K)	Other (Up > 100%)	\$	414,109
	This unfavorable variance includes an adjustment to significantly reduce the cooperative's deferred tax benefit. Since the likelihood that GHI will have to pay federal income taxes in the foreseeable future is remote, the deferred tax asset has been reduce accordingly. Also included here is the correction of a prior period entry.		
(L)	Information Technology Services (Up 24.6%)	\$	14,731
	This unfavorable variance is due to the purchase and setup of laptops for the management team, advanced multifactor security setup, and the installation of an additional wireless router.		

Greenbelt Homes, Inc.
Maintenance Summary
For the Period Ending 12/31/2020

	<u>Year-To-Date</u> <u>Actuals</u>	<u>Year-To-Date</u> <u>Budgets</u>	<u>Y-T-D Dollar</u> <u>Variance</u>	<u>Y-T-D %</u> <u>Variance</u>
<u>MAINT SUMMARY</u>				
Labor	(A) \$ 1,960,911	\$ 1,896,600	\$ 64,311	3.4%
Fringe benefits	718,905	718,100	805	0.1%
Materials	254,067	255,000	(933)	-0.4%
Contract work	(B) 521,281	687,450	(166,169)	-24.2%
Vehicles	99,911	110,000	(10,089)	-9.2%
Dumpsters	(C) 27,551	39,000	(11,449)	-29.4%
Uniforms	14,565	17,000	(2,435)	-14.3%
Submeter court lights	(D) 4,569	8,800	(4,231)	-48.1%
Depreciation	(E) 23,399	15,900	7,499	47.2%
Total maintenance	<u>\$ 3,625,159</u>	<u>\$ 3,747,850</u>	<u>\$ (122,691)</u>	<u>-3.3%</u>

Greenbelt Homes, Inc.
Notes to Maintenance Summary
For the Period Ending 12/31/2020

(A) Labor (Up 3.4%) **\$ 64,311**

This variance is primarily due to higher annual leave accruals at year-end due to employees not being able use leave during the pandemic.

(B) Contract Work (Down 24.2%) **\$ (166,169)**

Contract work performed for 2020 is listed below.

	Y-T-D Actual	Annual Budget
Bathtub reglazing	\$ 32,147	\$ 18,000
Swale & drainage	\$ 64,242	55,000
Janitorial	\$ 26,081	23,000
Landscaping	\$ 59,228	67,000
Gutter cleaning	\$ 63,690	60,000
Parking lot repairs	\$ 12,201	40,000
Fire and security	\$ 2,375	2,450
Pest control	\$ 33,997	36,000
Fee for service	\$ 10,250	26,000
Renovations/repairs	\$ 21,953	80,000
Tree trimming	\$ 190,319	160,000
Asbestos remediation	\$ 2,424	40,000
Security system-administration bldg.	\$ 2,375	80,000
	\$ 521,281	\$ 687,450

(C) Dumpsters (Down 29.4%) **\$ (11,449)**

This favorable variance was caused by delayed pick ups of logs and excess mulch. Staff has terminated the contract with the previous vendor and has contracted with another vendor for these services.

(D) Submeter Court Lights (Down 48.1%) **\$ (4,231)**

This favorable variance reflects actual invoices received and paid through the end of 2020.

(E) Depreciation (Up 47.2%) **\$ 7,499**

This unfavorable variance is primarily caused by an adjustment to depreciation for a 2019 Ford Transit purchased in December 2019 after the 2020 budget was completed and approved.

GREENBELT HOMES, INC.

RECREATIONAL VEHICLE (RV)/BOAT LOT PROCEDURE

Adopted by the Board on xxx, 2021

To further its commitment to provide a viable option for the storage of RV/Boat equipment, Greenbelt Homes, Inc. (GHI) offers the rental of spaces within the adjacent lots located at the GHI Administration building (One Hamilton Place). These RV/Boat lot procedures include the policy for the use of the RV/Boat lot provided for the members of GHI.

The intent of the RV/Boat lot is to provide a storage option for useable equipment and not to store unsightly or unusable vehicles. Allowable equipment/vehicles include motorized and towed RV campers, boats on trailers, and utility garden trailers. Current renters of the RV/Boat lot can store only vehicles that are in working condition and display the required current registration/licenses. The lot is fenced and secured with locks.

Cars and trucks are not permitted to be stored in the RV/Boat lot. Other prohibited items include, but are not limited to, building materials, lawn mowers, firewood, etc., stored outside of a vehicle.

The Member Services Department will perform periodic inspections of the RV/Boat lot to ensure the upkeep of the lot and that renters are in compliance with the guidelines stated within this procedure. All renters of the RV/Boat lot must comply with this procedure and all terms, conditions and privileges are offered equally to prospective and current renters.

PROCEDURES

Any member who would like to rent a space at the RV/Boat lot must contact the Member Services Department for an application. Prospective renters must provide the applicable required current registration/license documentation to the Member Services Department to complete the application requirements.

In the event that there are no vacant spaces at the RV/Boat lot, the Member Services Department will manage a waitlist of prospective renters. The Member Services Department will notify prospective renters on the waiting list via their preferred method of contact when a vacancy becomes available. All rental spaces within the RV/Boat lot are on a first-come-first-served basis.

Renters are prohibited from storing vehicles that are registered to non-members. Members who fail to comply with this policy will lose their privilege to use the RV/Boat lot.

No person shall leave any abandoned vehicle at any place within the GHI RV/Boat lot and no owner, lessee, or custodian shall permit any abandoned vehicle to remain in the lot. Abandoned vehicle means any vehicle, trailer, or boat that:

- (A) Is inoperable in that one or more of its major mechanical components, including but not limited to, engine, transmission, drive train, and wheels, is missing or not functional; or
- (B) Is not displaying currently valid registration plates; or
- (C) Is displaying registration plates of another vehicle.

Annual Registration

Each renter is required to provide current documentation of registration/license information annually on December 1st. The Member Services Department will send a reminder notice to all current renters who do not provide current information for their vehicle on December 15th.

Renters who fail to provide current documentation are given 60 days' notice to comply with the registration requirement, or remove their vehicle at their risk and expense.

If a renter fails to either (1) provide current registration and license information, or (2) fails to relocate their equipment, GHI will impose a \$XXX fine *(to be determined by the Board)*. The fine will be charged quarterly (???) until the vehicle is brought into compliance or removed. The Board may initiate the complaint process if the renter fails to reply to letters in this matter.

Each renter is required to pay a monthly fee for the usage of a designated spot in the RV/Boat lot. All fees associated with the usage of a designated spot in the RV/Boat Lot are subject to change at GHI's discretion.

Assigned Spaces

All spaces within the RV/Boat lot are designated and assigned to only one vehicle. Once an application is submitted, the prospective renter is provided with an introductory tour of the lot with a Member Services Department representative to make a selection of a vacant space based on their location preference. Upon approval of a rental space, new renters are provided with a key to the security gate and are required to sign a lease prior to storage of any vehicle. All approved rentals are provided on a month-to-month basis and renters are required to provide at least a 30-day written notice when vacating their space.

Members may temporarily park their car in their assigned space while they are preparing to use or return their RV/Boat.

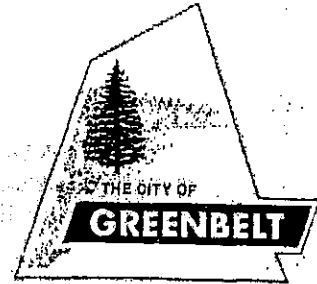
Access

Current renters are allowed access to the RV/Boat lot 24 hours daily. Previous renters who do not have approved access are not allowed access to the lot without a Member Services Department representative.

Any member who wishes to submit an application for an RV/Boat lot rental or has questions regarding this procedure may contact the Member Services Department at (301) 474-4161.

CITY OF GREENBELT

25 CRESCENT ROAD, GREENBELT, MD. 20770-1886



April 21, 2021

Greenbelt Homes, Inc.
Stephen Skolnik
8-A Ridge Road
Greenbelt, MD 20770

CITY COUNCIL
Colin A. Byrd, Mayor
Emmett V. Jordan, Mayor Pro Tem
Judith F. Davis
Leta M. Mach
Silke I. Pope
Edward V.J. Putens
Rodney M. Roberts

Dear Mr. Skolnik:

This past August the Greenbelt City Council reached out to all homeowner/condominium associations and property management companies urging the implementation of policies (i.e., late fee freeze, payment plans, fee increase freeze, etc.) that acknowledge the financial challenges facing many of our residents as a result of the COVID-19 pandemic. As the State continues to be under a State of Emergency and many residents continue to struggle with financial hardships, the City Council is asking for your continued support for implementing policies and procedures that support those in your community who have been financially harmed by the pandemic. In an effort to promote resource sharing and experiences during these unprecedented times, the City would like to hear from you on what your community is doing to assist your residents. This information can be sent to planninginfo@greenbeltmd.gov.

The State, County and City are also dedicating resources to assist our residential and business communities. The recent City newsletter ("City Connector") that was distributed to all households has detailed information on COVID-19 support services. A copy of the newsletter can be found at www.greenbeltmd.gov/connector. The City's website, www.greenbeltmd.gov/covid19, has up-to-date information on support services/programs. We encourage you to share this information with all board members and your residents.

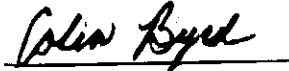
A NATIONAL HISTORIC LANDMARK

(301) 474-8000 FAX: (301) 441-8248

www.greenbeltmd.gov

Thank you for your support and understanding during these challenging times. If you have any questions, please contact Terri Hruby, Director of Planning and Community Development at 301-345-5417 or email at thruby@greenbeltmd.gov.

Sincerely,


Colin Byrd, Mayor


Emmett V. Jordan, Mayor Pro Tem


Judith F. Davis, Member of Council


Leta M. Mach, Member of Council


Silke I. Pope, Member of Council


Edward V. J. Putens, Member of Council


Rodney M. Roberts, Member of Council

cc: City Council
Nicole Ard, City Manager

Item 7a. Attachment #15a

Board Action Plan Updated on 12-13-2020

Status as of 4-29-2021

2-5 Yr. Strategy		#	GHI 2019-2020 (12 Month) Strategic Action Plan Work Plan: Actions	Priority	Board	Comte	Staff	Comments on status	Status
Goal	Objective								
A. Buildings & Property	A.1. Complete HIP through 2020	A.1.a	Complete Year 5 and 5+ of HIP.	A	X		X	Completed	Complete
		A.1.b	Continue member education - continue E-Newsletter updates, webinars.	A	X	BLD & COM	X	Completed	Complete
		A.1.c	Continue frame crawl space improvements including asbestos removal.	A	X		X	Completed	Complete
		A.1.d	Continue documentation of HIP for posterity. Staff and the contractor should prepare a report summary at the end of each year to be submitted to the Board of Directors (BOD).	B	X		X	A final report regarding the HIP will be presented to the Board on May 6, 2021.	In process
		A.1.e	Arrange a function to celebrate successful HIP completion.	B	X	MOC	X	Currently being planned by the MOC	In process
		A.2.a	Install solar PVES in the admin complex.	A	X		X	During the 5/11/18 annual meeting, the membership gave approval to proceed with the project. On 9/6/18, the Board approved a power purchase contract agreement with SES Inc. A contract was signed; installation of the panels is currently in process and should be completed in March 2021. On May 6, 2021 the Board will review the Finance Committee's recommendation about if the contract with SES Inc. should be amended to a pre-power purchase agreement.	In process
		A.2.b	Investigate the feasibility of installing a solar hot water system for the Parkway Apts.	B	X	BLD	X	On hold. Board to ask the Buildings Committee to resume work on this assignment.	Started
		A.2.c	Implement pilot program for testing performance of heat-pump water heaters.	B	X	BLD	X	All eleven units have been installed in crawl/spaces of masonry homes. Staff will continue to monitor the performance of these units.	In process
		A.3.a	Correct sandblasting and crack damage and report mortar joints on brick units.	A	X		X	Repairs were done to 10 units in 2019 and to 22 units in 2020.	In process
		A.3.b	Continue to study program for inspections of building exteriors and yards.	A	X	EBYTTF	X	On February 18, 2021, the Board accepted a report from the Yards and Exteriors Task Force and decided the scope of an inspection program for 2021.	Complete

Board Action Plan Updated on 12-13-2020
Status as of 4-29-2021

A.3.c	Negotiations with WSSC re: water pipe replacements for masonry homes.	A	X		X	Board and the City of Greenbelt sent a letter to WSSC's General Manager in 2019, asking for negotiations to be resumed and pipes to be replaced in conformance with the 1958 agreement. WSSC's General Manager responded on Jan 31, 2020. On November 3, 2020, a joint letter signed by the Board President and City of Greenbelt Mayor was sent in response to the WSSC's Manager's letter. On March 4, 2021, the Board discussed WSSC's response to the November 3, 2020 letter and decided that GHI would accept WSSC's position to not replace the pipes at this time; but honor the 1958 agreement to operate and maintain GHI's water and sewer systems.	Complete
A.3.d	Consider appropriate solutions for fencing, sheds, plants, rain barrels, patios, etc.	B	X	ARC	X	The Board approved changes to GHI's rules for fences on August 20, 2020.	In process
A.3.e	Storm Water Management Task Force continues to address drainage issues.	B	X	SWTF	X	On 2/7/2019, the Board of Directors accepted the SWMTF's proposition that GHI participate in a MDNR-funded project through UMD as a pilot study to test-proof the concept for mapping non-tidal flood risks. On 2/15/2019, the UMD received a grant for the Development of a Community Guide to Assessing Non-Tidal Flood Impacts in Maryland. The grant funding period ends on 6/30/2021, although an extension is possible due to the pandemic. The SWMTF recommended the hiring of a part-time green infrastructure staff person to facilitate the integration of green stormwater infrastructure practices. This staff position has been hired.	Ongoing
A.3.f	Plan for continued improvement work including replacement of plumbing pipes.	A	X	BLD	X	On February 20, 2020, the Board approved the hiring of a consultant (ETC Inc.) to evaluate the condition of water supply and waste pipes in a sample of frame and masonry homes, provide a report on replacement options, provide a report on the performance of epoxy lined pipes in 2 units and design a pilot study to evaluate methodologies for replacement of the piping. The Board reviewed ETC's report on November 19, 2020 and decided not to have the consultant design the pilot study. On January 21, the Board directed the Buildings Committee to advise the next planning steps that should be undertaken.	In process

Board Action Plan Updated on 12-13-2020

Status as of 4-29-2021

Item 7a. Attachment #15a

		A.3.g	Implement Admin complex security.	A	X	STF	X	On June 18, 2020, the Board approved a contract for the installation of an access control system for the Admin Building. The system has been installed. After two exterior lighting fixtures are installed by staff, this work plan item will be completed.	In process
		A.3.h	Implement Parkway apartment infrastructure improvement program.	A	X	Fin	X		In process
		A.4.a	Collaborate with City of Greenbelt re: Zoning Rewrite Project.	A	X	Z/FF	X	The Board formulated GHI's response to the M-NCCPC's Greenbelt Neighborhood Study Report and Draft Neighborhood Conservation Overlay Zone Standards for Greenbelt and met with the City Council on July 20, 2020 to discuss GHI's position on the proposed NCOZ Standards for Greenbelt. Awaiting draft NCOZ from M-NCCPC.	In process
		A.5.a	Expand Fee-For-Service program.	A	X	BDTF	X	The Board decided that this review should be undertaken by a Business Development Task force that it passed a motion to establish. Unfortunately, no members volunteered to serve on this task force.	Not started
		A.5.b	Develop policy for storage of recreational vehicles in GHI Boat Lots.	A	X		X	Task Force was established on 12/3/2020 and submitted a policy that the Board reviewed on March 18, 2021. The draft policy was edited by the communications committee and will be further reviewed by the Board on May 6, 2021.	In process
B. Organization & Infrastructure		B.1.a	Develop a long-range plan for the GHI organization.	A	X	LRPC	X	The LRPC is working on this assignment.	In process
B.1. Develop long-range strategic plan		B.2.a	Provide training for Board & Audit Committee on critical oversight matters as needed, incl. finances.	A	X		X	An orientation work session was held for the 2020-21 Board on 12/8/2020. On 12/8/2020, staff held a training program on interpreting financial statements.	Ongoing
B.2 Improve operation of the Board		B.2.b	Create understudy program for Board officers.	A	X		X		Not started
		B.2.c	Investigate all aspects of continuing to hold virtual Board, committee and membership meetings post Covid-19.	A	X		X	Training and infrastructure may be required. The Board may consider establishing a task force.	Not started

Board Action Plan Updated on 12-13-2020
Status as of 4-29-2021

B.3 Improve committee operation and promote member involvement	B.3.a	Provide training for committee chairs.	A	X		X	Last training program for committees was held in September 2018. Plan to hold another training program in 2021.	Ongoing
	B.3.b	Increase participation in committees.	A	X		X		Ongoing
	B.3.c	Continue volunteer recognition program.	A	X	MOC	X	Last volunteer recognition event was held on October 16, 2019.	Ongoing
B.4 Prepare for succession of administrative staff	B.4.a	Plan for succession of General Manager.	A	X	TSTF	X	The Board passed a motion on December 3, 2020 to establish a Transition and Sustainability Task Force and allocate \$7,500 for hiring a consultant to assist the task force with its work. The consultant has been hired. The Task Force will present an interim report of its work to the Board on May 6, 2021.	In process
B.5 Review and develop policies	B.5.a	Revise, update and implement record retention policy. Recommend storage methodology for historical documents.	A	X	RRTF		Staff prepared a draft records' retention policy. The Board subsequently appointed a task force to recommend historical documents that should be retained and how they should be stored. The task force is currently working on this assignment.	In process
	B.5.b	Establish policy to define business relationship of GHI & GDC.	A	X	GDCTF	X	The task force prepared a report which will be reviewed by the GDC Board on May 6, 2021.	In process
	B.6.a	Need to address 'new acquisition of property/business opportunity' clause in GHI bylaws.	B	X	GDCTF	X	The task force has provided parameters of purchase of new property to GHI's legal counsel for review.	In process
B.6 Review bylaws issue	B.6.a	Need to address 'new acquisition of property/business opportunity' clause in GHI bylaws.	B	X	GDCTF	X	The task force has provided parameters of purchase of new property to GHI's legal counsel for review.	In process
	B.7.a	Conduct a business process review. Include financial systems and procedures, maintenance system, records management and knowledge transfer in scope.	A	X		X	Staff continues to work on this task and will make further changes as the new property management system is implemented.	In process
B.7 Increase operational efficiency	B.7.c	Consider hiring a consultant to assist with the design of an electronic filing system for all GHI records.	C	X	RRTF	X	Staff's top priority for 2021 is to successfully implement the integrated property management system. It is also prudent to postpone this task until the records retention task force completes its work and the Board adopts a records retention policy.	Not started
	B.7.a	Conduct a business process review. Include financial systems and procedures, maintenance system, records management and knowledge transfer in scope.	A	X		X	Staff continues to work on this task and will make further changes as the new property management system is implemented.	In process
C.1 Increase revenue through business development	C.1.a	Analyze and consider pursuing business opportunities and implementing fee-for-service, including but not limited to those recommended by the LRPC.	B	X	BDTF	X	On 4/2/2020, the Board decided to establish a Business Development task force to explore the feasibility of specific business opportunities that the Long-range planning Committee recommended. No member applied to serve on the task force. A further attempt will be made to obtain volunteers for the task force; if this fails, the Board may consider hiring a consultant.	In process
	C.1.a	Analyze and consider pursuing business opportunities and implementing fee-for-service, including but not limited to those recommended by the LRPC.	B	X	BDTF	X	On 4/2/2020, the Board decided to establish a Business Development task force to explore the feasibility of specific business opportunities that the Long-range planning Committee recommended. No member applied to serve on the task force. A further attempt will be made to obtain volunteers for the task force; if this fails, the Board may consider hiring a consultant.	In process

Board Action Plan Updated on 12-13-2020
 Status as of 4-29-2021

Item 7a. Attachment #15a

C2 Continue education programs on GHI finances and produce them as webinars	C2.a	Review and revise Tom Jones' breakdown of fees and distribute to relations and vendors.	A	X	FIN	X			Not started
	C2.b	Ask Finance committee to produce three articles per year to be printed in the E-News and placed on the website.	A	X	FIN	X			Not started
	C2.c	Continue education program on GHI finances including member charges, inflation, value of money, what's included in monthly charges, replacement reserves' program	A	X	FIN	X			Not started
	C3.a	Partner with City and County to identify grant opportunities. Align ourselves with outside sources to identify grant opportunities.	A	X		X			In process
	C4.a	Review investment policies.	A	X	INVC	X	On 7/1/2019, the Board reviewed the Investment Committee's report regarding the Prudent Person Rule that is applicable to GHI and whether to hire an Investment advisor. On July 9, 2020, the Board adopted a revised charter for the Investment Committee. On February 4, 2020, the Board adopted a revised GHI investment policy that the investment committee recommended.		Complete
C4 Manage finances to address issues that arise.	C4.b	Pursue legislative action to address Prudent Person Rule restrictions on GHI investments.	B	X	LGAC	X	On January 21, the Board directed the LGAC in consultation with the Investment Committee to recommend actions that GHI should pursue to have the law changed to remove the restrictions on GHI investments.		In progress
	C5.a	Explore holding equity of 10-40 percent in some member units.	C	X	FDN & INVC	X			Not started
D. External	D.1.a	Assign goal of attracting people to cooperative and community living to Communications and Marketing Committee.	A	X	COM/ MARK				Ongoing
	D.1	Attract people drawn to co-ops & community living							

Board Action Plan Updated on 12-13-2020

Status as of 4-29-2021

D.2 Coordinate efforts w/external entities		D.2.a	Continue to refer issues to LGAC (Legislative and Government Affairs Committee) and have them monitor and report back. Include federal, state, county and city issues.	A	X	LGAC	X	LGAC recommended and the Board approved a task force to advocate GHI's position re: Maglev project. LGAC drafted a letter which the Board President sent to the Maryland Transportation Authority stating GHI's position on the Environmental Impact Study for the I-495 Beltway and the BW Parkway expansion project.	Ongoing
D.3 Be a leader in cooperative living & coops		D.3.a	Influence the shape of the Common Ownership Communities (COC) program in PG Co and MD.	A	X	LGAC			In process
E.1 Increase cooperative living education, including about coop finances		E.1.a	Develop process for welcoming new members (and engaging existing members). As part of the process, revamp New Member Social to become educational; rename it to be broader than just social. Continue one on one visits between Board/MOC members and new members during their first 3-6 months.	A	X	MOC	X	GHI's Maintenance Director visits new members after they move in and request a visit, to discuss maintenance responsibilities. New members are given the opportunity to meet with Board members and/or MOC members. On November 5, 2020, the Board approved a Court Communicator program that the MOC recommended.	Ongoing
E.2 Increase cooperative spirit		E.2.a	Conduct a member survey every two years. Should collect input geared to improving GHI.	C	X	MOC	X	The Member Outreach Committee presented a member survey report to the Board on 9/5/19.	Ongoing
		E.2.b	Member Outreach Committee to review pre-purchase process. Provide feedback on whether it conveys the obligation and spirit of the co-op.	A	X	MOC	X		Not started
E.3 Use technology for improved member access and communication		E.3.a	Implement a proactive social media strategy (planned, regular tweets; use of GHI's Facebook page for official dissemination of information.	A	X	COM	X	On September 19, 2019, the Board authorized the Board President to appoint a member of the communications committee as the editor of GHI's Facebook page.	In process
		E.3.b	Investigate how to employ internet technology to increase opportunities for participation in meetings and overall transparency.	A	X	IT TF	X		In process

E. Internal Communication

Board Action Plan Updated on 12-13-2020

Item 7a. Attachment #15a

Status as of 4-29-2021

E.3.c	Improve GHI website per recommendations from membership survey.	A	X	COM	X	The Board passed a motion on December 3, 2020 to establish a task force to recommend upgrades of the website.	In process
E.4	Upgrade member handbook.	A	X	COM	X	On September 17, 2020, the Board directed the Communications Committee to review and recommend revisions to the format of the Member Handbook.	In process
E.4	Improve member handbook						

Committees and Task Forces							
AM TF - Addition Maintenance Task Force				LGAC - Legislative and Government Affairs Committee			
BDTF - Business Development Task Force				LRPC - Long Range Planning Committee			
BLD - Buildings Committee				MOC - Member Outreach Committee			
BTF - Board Task Force				RRTF - Record Retention Task Force			
COM/MARK - Communications & Marketing Committee				STF - Safety Task Force			
EBVTF - Exterior Buildings and Yard Inspection Task Force				SWTF - Storm Water Task Force			
FIN - Finance Committee				WC - Woodlands Committee			
GDCTF - GDC/GHI Relationship Task Force				ZTF - Zoning Task Force			
INVC - Investment Committee							
IT TF - Information Technology Task Force							

Priority
A. Must be addressed within a year
B. Everything in between A and C; this could include items of high importance but not high urgency
C. Probably won't get to it within a year but want it on the list

Item 7a. Attachment #15b

Committee	Committee Assignments for the 2020-2021 Board Term	Status	Not Started	In Progress	Completed #
Architectural Review Committee	1 Review design guidelines for double-doors	Complete		X	
	2 Consider siding and window replacement options on 25 larger townhomes, and 2 story single family units.	Window specs same as under HIP. Vertical siding selection in progress.	X		
Bicycle Committee	1 These items were not assigned by the Board.	The Bicycle committee presented a proposal for a bike repair station to be procured and installed at the GHJ administration building. The proposal was approved on 18 March 2021.	X		
	2	Coordinating a virtual Bike repair clinic with the Washington Area Bicycle Association. The event will be aired via ZOOM on 27 March 2020.		X	
	3	Providing marketing material (bicycle bells) for "Bike to Work Day" in May 2021.			
Buildings Committee	1 The GDC Board requested the Committee to investigate the feasibility of installing LED lighting fixtures at the Parkway Apartments	This item has been placed on hold by the Committee	X		
	2 Investigate feasibility of heat pump type water heaters for installation in GHJ	In progress	X		
	3 Board assigned staff to hire a consultant to investigate options to develop plans and estimates to replace the stairway, rebuilding to correct the existing problems; plans shall consider removal or retention of the tree	not started	X		
	4 Review ETC Inc. plumbing system report	Complete. The Board agreed with the Committee's recommendation that ETC should not proceed to design a pilot study.			X
	5 Investigate water quality testing options	In progress		X	

Committee Task Log: Jan - Dec 2021

	6	Investigate various solutions to address discoloration on slate roof tiles	not started	X		
	7	Investigate electrification of a set of GHI garages for future EV and other uses.	in progress		X	
	8	Begin planning for replacement of plumbing/drain pipe in GHI homes and supply pipe in masonry homes	in progress		X	
	9	Building Improvement Options for Townhomes & Larger Homes - Recommend options by 4/30/21	not started		X	
Communications and Marketing Committee	1	Review and recommend changes to the format of the GHI Member Handbook. Task was assigned by the Board on September 17, 2020.	In progress		X	
	2	Revise the format of a draft 'Reasonable Accommodations Policy'	Re-formatted draft was reviewed by the Board on December 17			X
	3	Revise draft of GHI Rule Section III. Minimum Use and Maintenance Standards - Homes and Yards. B. Exterior to incorporate member comments	Revisions to the rule were reviewed by the Board on December 17			X
Companion Animal Committee	1	Continue to develop articles relating to companion animals.	Ongoing		X	
Finance	1	Recommend to Board of Directors if GHI should consider changes to the employee grant program	To Board of Directors on future agenda			X
GHI/GDC Bylaws, Relations Task Force	1	Review GDC bylaws and recommend changes that should be made	in progress		X	
	2	Recommend changes to GHI/GDC bylaws that are needed to make it legal and easier for acquisition of additional GDC properties.			X	
	3	Prepare a proposed written agreement of GHI/GDC responsibilities to each entity.	In progress		X	
GHI's Website Task Force	1	Elect Chair	Ken Shields elected as chair			X
	2	Establish and review charter	Completed.			X
	3	Request demonstrations from Yardi and third party companies	In progress. Yardi completed a demo on 3/22/21. Establishing dates for other vendors.			X

Committee Task List: Jan - Dec 2021

	4	Establish wire framework and mission for the ghi.coop website	In progress		X
Investment	1	Monitor Investments (includes review of most recent cash flow schedule)	Ongoing.		X
Legislative and Government Affairs	1	Monitor Federal, State and MD legislative actions that may impact GHI	In progress		X
	2	Submit a report to the Board regarding the status of the proposed SCMaglev Project with a recommendation on actions GHI should take to advocate the 'No Build' option.	Completed. Report accepted by the Board on September 17, 2020.		X
	3	Review Draft Environmental Impact Statement on I 495 and I-270 Managed Lanes Study and submit a recommendation to the Board about what actions GHI should take to mitigate the potential impact on GHI.	Committee drafted a letter that the Board adopted and sent to the Maryland Transportation Authority regarding GHI's concerns about the DEIS.		X
	4	On January 21, the Board directed the LGAC in consultation with the Investment Committee to recommend actions by March 31, 2021 that GHI should pursue to have the law changed to remove the restrictions on GHI investments imposed by the Prudent Person Rule.			X
Long-Range Planning Committee	1	Study, discuss, and make recommendations on any issues affecting GHI's ability to continue providing affordable, high-quality housing for its members, along with offering any new facilities, services, or benefits; the membership may approve	The Committee prepared an Initial Research and Data Analysis Report which the Board reviewed on August 6 and deferred for a further review.		X
Member Outreach	1	Organize New Member Orientation Event	Member outreach--new member social was held on July 8, 2020; another was held on January 13, 2021.		X
	2	Recommend Court Communicator Program	The Board accepted the Committee's recommendation for a Court Communicator program on November 5.		X
	3	Court Communicator Program	Information Session was held on 1/28/21 @ 7pm		X
GHI RV and Boat Lot Task Force		Task completed. No new task assigned.			
Records Retention Task Force	1	Develop form for document review project	Completed		X
	2	Review records in UDB and Warehouse	In progress		X

	3	Establish categories and document types of historical documents	In progress	X	
Storm Water Management Task Force	1	Review current GHI rules and procedures relating to storm and ground water on our cooperatively-owned lands, and to recommend policy changes/improvements	Currently trying to get a better understanding of storm water management needs in Greenbelt.	X	
	2	Focussing on the drainage problem at 33 Court Ridge Road.	The Task Force would like to focus on the drainage problem at 33 Court Ridge Road. Once GHI approves, the task force intention is to write a grant proposal in partnership with the City of Greenbelt and will set up appointment with the City's Chief Storm Water Management (SWM) person soon.	X	
	3	<p>I. Increase our understanding of (1) current GHI stormwater issues and (2) future GHI stormwater issues anticipated as a result of increases in extreme precipitation events due to climate change.</p> <p>II. Develop a multi-year plan to address stormwater issues in GHI.</p> <p>III. Develop strategies for implementing improvements/remediation.</p> <p>IV. Interact with other committees and task forces within GHI relative to our mission.</p>	In progress	X	
Succession and Backup Emergency Planning Task Force	1	Develop Charter Succession Policy	Succession Committee- submitted final report to the Board 6/18/20	X	
Transition and Sustainability Task Force	1	Review issues and recommendations presented in the Transition and Sustainability Issues report for purposes of recommending to the Board. a. Which issues require attention in 2021 and the specific next actions that should be taken with any associated staffing or cost implication, and b. Which issues or recommendations are best left to be considered by the Board of Directors and next General Manager.	In progress	X	

Committee Task List: Jan - Dec 2021

	2	Hiring of a Transition Consultant to work with and guide the Task Force and Board in designing a transition planning process which appropriately engages the Board, members and staff and prepares GHI for a successful General Manager transition and related changes that advance the mission and sustainability long-term of GHI. This work is different from and preparatory to a search for a new General Manager when the current Manager announces his retirement.	in progress		X	
	3	Coordinate closely with the Board liaison to the Task Force and the Board in advancing this work incrementally as it occurs, since the issues are interrelated and the resolution of each, influences options for other issues.	in progress		X	
Integrated Property Management Systems Task Force	1	Research integrated property management and CRM systems used by other cooperatives and HOA's	Completed. Yardi, AppFolio, Buildium, BuildingLink, and NetIntegrity are current potential vendors.		X	
	2	Schedule demonstrations of systems	Completed.		X	
	3	Develop report and matrix defining strengths, weaknesses and costs for each system. Compare to current functionality and costs	Completed.		X	
	4	Meet with task force members and make a system recommendation	Completed		X	
	5	Submit a report to the Board regarding the final recommendation	Completed		X	
Woodlands	1	Undertake FCMA, preserve monitoring activities, and plan for pocket parks around the community.	Ongoing.		X	
	2	Implementation of Caretaker Program	In progress.		X	
Yards and Exteriors Task Force	1	Recommend components of a Yard and exterior inspection program to replace the community beautification program.	Board will hold a work session on January 4, 2021 to review the task force report		X	

Committee Task List: Jan - Dec 2021

<p>Zoning Rewrite Task Force</p>	<p>1 Review P. G. Zoning Re-write Project and keep the Board informed of developments.</p>	<p>Task force held a meeting with the Board of Directors on June 8 to formulate final comments regarding a Neighborhood Study report and Neighborhood Conservation Overlay Zone for Greenbelt.</p>	<p>X</p>
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May 2021

Item 7b. Attachment #16a

May 2021							June 2021						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8	6	7	8	9	10	11	12
16	17	18	19	20	21	22	13	14	15	16	17	18	19
23	24	25	26	27	28	29	20	21	22	23	24	25	26
30	31						27	28	29	30			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 25	26	27	28	29	30	May 1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Jun 1	2	3	4	5

Meetings and Events Calendar

CALENDAR

[PREVIOUS MONTH](#)

MAY 2021

[NEXT MONTH >](#)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
25	26	27	28	29	30	1 10:00 AM <u>Brainstorming for Agreements & Resolutions</u>
2	3 7:00 PM <u>Arts Advisory Board</u> 7:30 PM <u>Budget Work Session - Public Safety, (Virtual)</u>	4 7:00 PM <u>Public Safety Advisory Committee</u>	5 7:00 PM <u>ACE Student Awards/ Work Session - Council Discussion of Procedure and Decorum for Council Meetings, (Virtual)</u>	6 12:20 PM <u>International Annual Dynamic Governance/Sociocracy</u>	7 6:00 PM <u>Drawing Workshop Series: Portrait</u> 8:30 PM <u>A Knight's Tale</u>	8
9	10 7:40 PM <u>Advisory Board Interview</u> 8:00 PM <u>Regular Meeting, (Virtual)</u>	11 11:30 AM <u>Food Bank</u>	12 7:00 PM <u>Budget Work Session - Recognition Groups, (Virtual)</u> 7:00 PM <u>Maglev Task Force Meeting</u>	13	14 7:00 PM <u>Art Shares</u> 8:45 PM <u>Star Trek: First Contact</u>	15
16 1:00 PM <u>Drawing Workshop Series: Portrait</u>	17 7:30 PM <u>Budget Work Session - Final Budget Review, (Virtual)</u>	18 7:00 PM <u>Advisory Committee on Tress</u>	19 7:30 PM <u>Budget Work Session - Green Ridge House, (Virtual)</u> 7:30 PM <u>Advisory Planning Board</u>	20 1:00 PM <u>Free Produce Distribution</u> 1:00 PM <u>Free Diaper Distribution</u>	21 6:30 AM <u>Bike to Work Day</u> 8:45 PM <u>Ferris Bueller's Day Off</u>	22

23	<p>24</p> <p>8:00 PM</p> <p><u>Regular Meeting, - 2nd Public Hearing/Constant Yield Tax Rate, (Virtual)</u></p>	<p>25</p> <p>3:30 PM</p> <p><u>Senior Citizen Advisory Committee</u></p> <p>7:00 PM</p> <p><u>Advisory Committee on Education Meeting</u></p> <p>7:30 PM</p> <p><u>Green ACES, Virtual</u></p>	<p>26</p> <p>7:00 PM</p> <p><u>Maglev Task Force Meeting</u></p> <p>7:40 PM</p> <p><u>Advisory Board Interview</u></p> <p>8:00 PM</p> <p><u>Work Session - GEAC (stakeholder), Virtual</u></p>	<p>27</p> <p>11:00 AM</p> <p><u>Drive-Thru Caregiver Appreciation Event</u></p> <p>7:00 PM</p> <p><u>Forest Preserve Advisory Board</u></p>	<p>28</p> <p>9:00 PM</p> <p><u>Moneyball</u></p>	29
30	<p>31</p> <p><u>No Meeting - Memorial Day</u></p>	1	2	3	4	5