

NOTICE OF MEETING AND AGENDA
GHI BOARD OF DIRECTORS

Thursday, June 18, 2020

This meeting will be held electronically. Members & Visitors may attend remotely.

REGULAR SESSION (Open to Visitors)
Following the GDC Regular Session Meeting

- 1. Approval of Agenda**
- 2. Announcement of Executive Session Meetings:**
 - a) **Announcement of Executive Session meeting held on June 4, 2020 – (Attachment #1)**
 - b) **Announcement of Executive Session meeting held on June 18, 2020 – (Attachment #2)**
- 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 May 21, 2020– (Attachment #3)	2	minutes	Discussion/Action
b. Approve Minutes of the Regular Open Session Meeting Held on May 21, 2020– (Attachment #4)	2	minutes	Discussion/Action
c. Review 2020 First Quarter Financial Statements – (Attachment #5)	10	minutes	Discussion/Action
d. Legislative and Government Affairs Committee Report for 2019 – (Attachment #6)	5	minutes	Discussion/Action
e. Succession Planning Task Force’s Report re: A Succession Policy and Emergency Back-up Plan for the General Manager Position – (Attachments #7a – 7e)	15	minutes	Discussion/Action
f. Formulate GHI’s Final Comments re: NCOZ Neighborhood Study Report and Draft NCOZ Development Standards for Greenbelt – (Attachments #8a – 8e)	30	minutes	Discussion/Action
g. Request that GHI Partner with the City of Greenbelt to Apply for a USDA Community Compost and Food Waste Reduction Grant – (Attachment #9)	10	minutes	Discussion/Action
h. Questions about Postponing the HIP for Some Units Beyond 2020 due to COVID-19 Concerns	15	minutes	Discussion/Action
i. Storm Water Task Force Proposal re: Maintenance Procedures for Rain Gardens – (Attachment #10)	2	minutes	Discussion/Action
j. GDC Board of Directors Request That GHI’s Finance Committee Recommend Financial Relief Measures for Parkway Apartment Tenants Financially Affected By COVID-19 – (Attachment #11)	2	minutes	Discussion/Action
- 7. Items of Information**
 - a. Board Poll Conducted re: Application for a Grant from the P.G. County COVID-19 Business Recovery Initiative Program
 - b. Board 12 Month Action Plan and Committee Task List (Attachments #12a – 12b)
 - c. Monthly GHI and City Calendars (Attachments #13a – 13b)
 - d. President’s Items
 - e. Board Members’ Items
 - f. Audit Committee’s Items
 - g. Manager’s Items

Ed James, Secretary

NOTE: AT 10:00 PM, THE BOARD MAY IMMEDIATELY MOVE TO ITEM 7, EVEN IF THE PRECEDING AGENDA ITEMS HAVE NOT BEEN COMPLETED.



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: June 11, 2020

SUBJECT: Items for the **GHI OPEN SESSION** Board Meeting on
June 18, 2020

GHI Open Session

6a. Approve Minutes of the Special Open Session Meeting Held on May 21, 2020 – (Attachment #3)

Motion: I move that the Board of Directors approve the minutes of the Special Open Session Meeting that was held on May 21, 2020 *(as presented/as revised)*.

6b. Approve Minutes of the Regular Open Session Meeting Held on May 21, 2020 – (Attachment #4)

Motion: I move that the Board of Directors approve the minutes of the Regular Open Session Meeting that was held on May 21, 2020 *(as presented/as revised)*.

6c. Review 2020 First Quarter Financial Statements – (Attachment #5)

GHI's 2020 1st quarter financial statements are submitted as attachment #5 for your review. Joe Perry, GHI's Finance Director, will present them during the Board meeting.

This item is on the agenda for discussion.

6d. Legislative and Government Affairs Committee Report for 2019 – (Attachment #6)

Attachment #6 is a report from the Legislative and Government Affairs Committee, regarding the committee's activities during 2019.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors accept the report from the Legislative and Government Affairs Committee, regarding its activities during 2019.

6e. Succession Planning Task Force's Report re: A Succession Policy and Emergency Back-up Plan for the General Manager Position – (Attachments #7a – 7e)

GHI Board of Directors established a Succession Planning Task Force comprised of members Tom Adams & Amy Odegaard (co-chairs), Frank DeBernardo, Chuck Hess, Stephen Holland, and Tim Murray to review approaches to leader continuity and succession planning for organizations like GHI, and recommend policies and possible actions to reduce risks during leader transitions and increase mission sustainability, resiliency and adaptability of GHI over the long term.

The Task Force is now presenting a report to the Board on two of three deliverables: a Succession Policy to guide the Board in hiring a successor to the current General Manager when he retires and an Emergency Backup Plan to protect the organization by providing for stable leadership in the event of an unplanned absence of the General Manager and/or senior staff.

The following documents are attached:

- Attachment #7a: A cover note from the Task Force about its report.
- Attachment #7b: A Succession and Transition timeline overview.
- Attachment #7c: An Emergency Backup Plan for the General Manager position.
- Attachment #7d: A summary of first and second backups for senior staff positions.
- Attachment #7e: A Succession Policy for the General Manager position.

Mr. Tom Adams will attend the meeting to present the task force's report.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors accept the report that the Succession Planning Task Force submitted and adopt the Emergency Backup Plan and Succession Policy for the General Manager position (as presented/as revised).

6f. Formulate GHI's Final Comments re: NCOZ Neighborhood Study Report and Draft NCOZ Development Standards for Greenbelt – (Attachment #8a – 8e)

P.G. County's Planning Department is undertaking a comprehensive re-write of the Zoning Ordinance and Subdivision Regulations. The goal is to transform the current zoning code into a more user-friendly zoning ordinance for the county. A Neighborhood Conservation Overlay Zone (NCOZ) has been proposed for the part of Greenbelt that was designated a National Historic Landmark in 1997.

In March 2020, the Maryland National Capital Parks and Planning Commission (MNCCPC) published the following two documents:

- NCOZ Neighborhood Study Report.
- Draft NCOZ Development Standards for Greenbelt.

The City of Greenbelt and the MNCCPC would like to receive GHI's comments on the two documents by June 30, 2020.

During a joint work session on June 8, 2020, the Board of Directors and Zoning Task Force further discussed GHI's position regarding the two documents, while considering revisions that the Zoning Task Force previously recommended, comments from GHI's Attorney Lawrence Taub and the Greenbelt Advisory Planning Board's report to the Greenbelt City Council regarding the draft NCOZ standards.

Vice President Stefan Brodd revised attachment #8a, which is the draft Greenbelt NCOZ Development Standards document, to include comments that emanated from the June 8th work session. Mr. Brodd suggests that in addition to the NCOZ standards, the Board should consider two important issues arising from the Neighborhood Study i.e. State law interpretation as disputed by Mr. Taub; and calculation of percentage of developed land that does not meet the current requirement for establishment of an NCOZ.

In addition to attachment #8a, the following attachments are provided to aid the Board in its deliberations:

- Attachment #8b: Draft Greenbelt NCOZ Development Standards released by MNCCPC.
- Attachment #8c: Greenbelt NCOZ Study Report released by MNCPPC.
- Attachment #8d: Zoning Task force comments regarding the Greenbelt NCOZ Study Report.
- Attachment #8e: The following documents that were received from Attorney Taub:
 - Response to Zoning Task Force's initial comments about the draft NCOZ Standards
 - Interpretation of State law referenced in the Greenbelt NCOZ Study Report.
 - Proposal that a Local Design Review Committee be considered.
 - Recommended language to advocate for establishment of a Local Design Review Committee.

This item is on the agenda for the Board to formulate final comments regarding the Neighborhood Study Report and Draft NCOZ Standards.

Suggested motion: I move that the Board of Directors direct Board members Skolnik, Brodd and Socrates, to complete a memorandum, expressing GHI's comments on the

Neighborhood Study and Draft NCOZ Standards. Further, I move that the Board authorize the Board President to finalize and submit the memorandum to the City of Greenbelt and MNCCPC by June 30, 2020.

6g. Request that GHI Partner with the City of Greenbelt to Apply for a USDA Community Compost and Food Waste Reduction Grant – (Attachment #9)

On June 4, 2020, GHI members Beth LeaMond, Ben Fischler, Luisa Robles, Lore Rosenthal and Susan Barnett encouraged the Board to consider partnering with the City of Greenbelt to apply for a USDA Community Compost and Food Waste Reduction Grant. The City of Greenbelt's Advisory Committee on Environmental Sustainability (Green ACES) is pursuing this grant opportunity to put in 3 or 4 community compost sites around the City of Greenbelt. Greenbelt's Department of Public Works has agreed to be the grant applicant; but is looking for partners. The due date for the grant application is June 26, 2020.

The proposal regarding GHI's participation, involves installation of a low tech enclosed Ridan composter on GHI property near the Administration Building, that does not have issues that open air compost methods have. This 2-year pilot project would be an opportunity for GHI members to drop off their food scraps, without needing to process the compost themselves. An advantage for GHI is that this project would use wood chips for composting.

The Board directed the Sustainability Sub-Committee of the Buildings Committee to meet with the members who informed the Board about the grant opportunity, to discuss details of the composting project including but not limited to the following items:

- a) Size of the composter, space required and where it should be installed?
- b) Who will the administer the operation of the composter?
- c) Controls for limiting pests and odors.
- d) Frequency of access to the composter that is required to deposit food waste and collect compost.
- e) Pros and cons of installing the composter.

The Sustainability Subcommittee met on June 8, 2020 as requested, prepared the report in attachment #9 and passed the following motion unanimously:

I move that [the Sustainability Subcommittee] recommend the GHI Board formally accept the City's offer to partner with the Department of Public Works in applying for the Composting Grant, and that should their application be successful, that the membership be invited to participate in the 2-year pilot project as outlined by the members bringing this opportunity forward.

Ben Fischler informed the GHI Manager that on June 22nd, the Greenbelt City Council will consider whether the City should apply for the grant. If the Board decides that GHI should partner with the City to apply for the grant, a letter of support should be sent to the City of Greenbelt by June 22nd.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors direct the GHI Manager to send a letter of Support to the City of Greenbelt's Manager stating GHI's desire to partner with the City of Greenbelt in applying for a USDA Community Compost and Food Waste Reduction Grant; that if obtained, would result in placement of a composter on GHI property near the GHI administration building.

6h. Questions about Postponing the HIP for Some Units Beyond 2020 due to COVID-19 Concerns

To date, seventeen members in the 2020 HIP cohort and five members in the Year 5+ cohort have requested improvements in their units to be postponed, due to COVID-19 concerns. It is possible that the work may be delayed until 2021 or after a vaccination is available. On June 4, 2020, the Board, staff and several members discussed the following questions; however the Board did not take any actions:

1. If options currently chosen for 2020 have a price increase or rebates are not available, will GHI make up the cost difference to preserve member cost at the 2020 level?
2. If the members commit to purchase specific options (e.g. casement windows or door features) but their installation is delayed, should GHI bill for these options in 2020?
3. Should GHI absorb the additional costs for windows, doors, siding, baseboard heaters that are installed during 2021 or beyond, after the 2020 HIP work is completed?

Based on recent discussions with contractors, the Board should consider the following factors in further deliberating the questions stated above:

- If no more than 10% of the 2020 cohort or 28 members request a delay, contractors are willing to do the following.
 - Extend contracts to the end of June 2021.
 - Not increase pricing for electric, attic, and mini-split upgrades.
 - Increase pricing for windows, doors, siding, wall insulation, storm doors, thru-wall AC removal by as much as 20% due to rescheduling of crews.
 - For frame units, charge an extra cost, due to extra siding detail and labor.
 - Starting as early as July 2020, storage costs will be incurred as windows, doors, and storm doors are all manufactured in advance and must be stored for delayed units.
- Energy rebates are not guaranteed beyond 2020.
- HIP staff are scheduled to complete employment at the end of 2020.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors direct the Finance Committee to recommend what actions the Board should take and the rationales for those actions regarding the following questions:

1. If HIP options currently chosen for 2020 have a price increase or rebates are not available, should GHI make up the cost difference to preserve member cost at the 2020 level?
2. If the members commit to purchase specific HIP options (e.g. casement windows or door features) but their installation is delayed, should GHI bill for these options in 2020?
3. Should GHI absorb the additional costs for windows, doors, siding, baseboard heaters that are installed during 2021 or beyond, after the 2020 HIP work is completed?

6i. Storm Water Task Force Proposal re: Maintenance Procedures for Rain Gardens – (Attachment #10)

GHI's Storm Water Management Task Force (SWMTF) prepared procedures for ongoing regular and essential maintenance of GHI raingardens that are outlined in Attachment #10.

This item is on the agenda for discussion and action.

Suggested motion: I move that the Board of Directors accept the procedures for ongoing regular and essential maintenance of raingardens that the Storm Water Management Task Force prepared and direct the manager to implement the procedures.

6j. GDC Board of Directors Request That GHI's Finance Committee Recommend Financial Relief Measures for Parkway Apartment Tenants Financially Affected By COVID-19 – (Attachment #11)

This item is on the agenda for discussion and action in the event GDC's Board of Directors requests GHI's Board to direct GHI's Finance Committee to review a letter from the Greenbelt City Council (Attachment # 11), and recommend financial relief measures that should be provided to tenants at the Parkway Apartments, whose failure to pay rent is due to COVID-19.

Suggested motion: I move that the Board of Directors direct GHI's Finance Committee to review the letter from the Greenbelt City Council regarding tenants financially affected by COVID-19, and recommend to GDC's Board of Directors by July 2, 2020, financial relief measures that should be provided to tenants at the Parkway Apartments, whose failure to pay rent is due to COVID-19.

Item of information:

7a. Board Poll Conducted re: Application for a Grant from the P.G. County COVID-19 Business Recovery Initiative Program

On May 28, 2020, Board President Skolnik conducted a Board poll in response to the following Manager's memorandum:

Proposed Application for a Grant from the Prince George's County COVID-19 Business Recovery Initiative Program

On May 26, 2020, the City of Greenbelt sent an email that informed staff of a Prince George's County COVID-19 Business Recovery Initiative (BRI) Grant Program. Attachment #1 provides details about this new program.

Under the BRI, grant amounts range from \$5,000 to \$100,000. The eligibility criteria have been expanded to include cooperatives. Recipients can use the BRI grant to support cash operating expenses including payroll, suppliers, rent, fixed debt payments and other business critical cash operating costs.

The deadline for applying is May 29, 2019. Staff proposes to apply and requests approval from the Board to do so.

Suggested motion: I move that the Board of Directors authorize the Manager to apply for a grant up to \$100,000, from the Prince George's County COVID-19 Business Recovery Initiative Program.

Eight Board members voted affirmatively. Staff submitted the grant application within the deadline.

Announcement of an Executive Session Meeting held on June 4, 2020 – (Attachment #1)

GHI's Board of Directors held an Executive Session on June 4, 2020 via videoconference, with Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Sue Ready, Steve Skolnik, Anna Socrates, Tami Watkins and Audit Committee members Joyce Campbell, Robin Everly, and Carol Griffith participating from remote locations.

The following motion to call this meeting was made during a prior open meeting on June 4, 2020 and approved by Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Sue Ready, Steve Skolnik, Anna Socrates and Tami Watkins.

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 May 7, 2020	(vii)
b. Member Financial Matters	(viii)
c. Request by a Prospective Member for an Exception to GHI's Membership Selection Criteria Policy	(iv)
d. Proposed Assignment of the Membership Interest in a Member's Unit to GHI	(iv)
e. Consider Approval of the following Contracts: <ul style="list-style-type: none"> • Contracts for Pre-sale Repairs to Two GHI Units -2nd reading • Contract for 2020 Underground Utility Repairs and Drainage Improvements - 1st reading • Contract for Installation of Access Control System at the Administration Building -1st reading • Contract for a Comparative Review of Staff Salaries and Benefits - 1st reading 	(vi)
f. Complaint Matters	(iv)

The Board approved the following contracts during the meeting:

- a) A contract with Gilbert General Contractors to undertake pre-sale repairs to a unit assigned to GHI, for the contractor's bid cost of \$21,000, plus 10% for contingencies, for a total not to exceed \$23,100.

- b) A contract with Gilbert General Contractors to undertake pre-sale repairs to a unit assigned to GHI, for the contractor's bid cost of \$17,500, plus 10% for contingencies, for a total not to exceed \$19,250.

The meeting began at 7:07 p.m., recessed at 7:49 p.m., resumed at 10:25 p.m. and adjourned at 10:52 p.m.

Announcement of an Executive Session Meeting held on June 18, 2020 – (Attachment #2)

GHI's Board of Directors held an Executive Session this evening via videoconference, with Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Sue Ready, Steve Skolnik, Anna Socrates, Tami Watkins and Audit Committee members Joyce Campbell, Robin Everly, and Carol Griffith participating from remote locations.

The following motion to call this meeting was made during a prior open meeting earlier this evening and approved by Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Sue Ready, Steve Skolnik, Anna Socrates and Tami Watkins.

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 May 21, 2020	(vii)
b. Request by Member to Defer Co-op Fees Until Their Unit is Sold	(viii)
c. Request by Member for a Rental Permit Extension	(iv)
d. Member Financial Matters	(viii)
e. Consider Approval of the following Contracts: <ul style="list-style-type: none"> • Contract for 2020 Underground Utility Repairs and Drainage Improvements – 2nd reading • Contract for Installation of Access Control System at the Administration Building -2nd reading • Contract for a Comparative Review of Staff Salaries and Benefits – 2nd reading • Contract for Replacement of the HVAC System for the Administration Building -1st reading 	(vi)

The Board approved the following contracts during the meeting:

- a) A contract with Old Line Construction for underground utility repairs and drainage improvement work at seventeen sites, at its bid of \$243,500, plus 10% for contingencies, for a total not to exceed \$267,850.

- b) A contract with Petitbon Alarm Company to install new Access Control and Intrusion Detection Systems with Honeywell operating system software for the Administrative Building Complex, at the contractor's bid of \$80,066.50, plus 10% for contingencies, for a total not to exceed \$88,073.
- c) A contract with Compensation GPS to undertake a total compensation market survey for the bid cost of \$14,500, plus 10% for contingencies, for a total not to exceed \$15,950.

The meeting began at [REDACTED] p.m. and adjourned at [REDACTED] p.m.

Draft Minutes
Board of Directors
GHI Special Open Session

This meeting was held electronically. Members & Visitors attended remotely.
May 21, 2020

Board Members Present: Brodd, Hess, Holland, James, Jones, Ready, Skolnik, Socrates and Watkins

Excused Absence:

Others in Attendance

Eldon Ralph, General Manager

Tom Sporney, Assistant General Manager

Joyce Campbell, Audit Committee Member

Carol Griffith, Audit Committee Chair

Robin Everly, Audit Committee Member

Monica Johnson, Recording Secretary

President Skolnik called the meeting to order at 7:01 p.m.

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)
a. Approve Minutes of Executive Session Meeting Held on April 16, 2020	(vii)
b. Member Financial Matters	(viii)
c. Consider Approval of the following Contracts: <ul style="list-style-type: none"> • 2020 Contract for Exterior Repairs to Masonry Units – 2nd reading • 2020 Contract for Parking Lot Repairs – 2nd reading • 2020 Contract for Spring Concrete Repairs – 2nd reading • Contract for Pre-sale Repairs to 32-K Ridge Rd -1st reading • Contract for Pre-sale Repairs to 39-K Ridge Rd -1st reading 	(vi)

Moved: James

Seconded: Hess

Carried: 9-0

The meeting adjourned at 7:02 pm.

Ed James
Secretary



Draft Minutes
Board of Directors
GHI Regular Open Session
May 21, 2020

Board Members Present: Brodd, Hess, Holland, James, Jones, Ready, Skolnik, Socrates and Watkins

Excused Absence:

Others in Attendance

Eldon Ralph, General Manager	Mary Ernsberger, 15-H Laurel Hill Road
Tom Sporney, Assistant General Manager	Sabrina Baron, 2-G Southway
Joe Perry, Director of Finance	Lore Rosenthal, 2-R Gardenway
Stuart Caplan, Director of Technical Services	Michael Hartman, 2-R Gardenway
Joe Wiehagen, Director of Homes Improvement Program	Debbie McKinley, 55-H Ridge Road
Maesha McNeill, Human Resources Manager	Alex Barnes, 4-F Crescent Road
Bruce Mangum, Contract Processor	Daya Soloman, 14-A Laurel Hill Road
Agnes Erskine, Executive Assistant	Barbara Glick, 44-Q Ridge Road
Joyce Campbell, Audit Committee Member	Molly Lester, 6-M Hillside Road
Carol Griffith, Audit Committee Chair	Ben Fischler, 14-V4 Ridge Road
Robin Everly, Audit Committee Member	Regina Hosey, 45-S Ridge Road
Ann Sterling, 18-D Ridge Road	Al Goyburu, 14-S Laurel Hill Road
	Vasiliki Theodoropoulos, 45-A Ridge Road
	Monica Johnson, Recording Secretary

President Skolnik called the meeting to order at 7:45 p.m.

1. Approval of Agenda

Add Item 6h “

Motion: I move that the Board of Directors approve the agenda.

Moved: Hess

Seconded: James

Carried: 9-0

2. Announcement of Executive Session Meetings

2a. Announcement of Executive Session Meeting held on May 7, 2020

GHI's Board of Directors held an Executive Session meeting on May 7, 2020 via videoconference, with Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Sue Ready, Steve Skolnik, Anna Socrates, Tami Watkins and Audit Committee members Joyce Campbell, Robin Everly, and Carol Griffith participating from remote locations.

The following motion to call this meeting was made during a prior open meeting on May 7, 2020 and approved by Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Sue Ready, Steve Skolnik, Anna Socrates, and Tami Watkins.

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. Member Financial Matters	(viii)
b. Two Requests for Exceptions to GHI's Membership Selection Criteria Policy	(iv)
c. Approve Minutes of Executive Session Meeting Held on April 2, 2020	(vii)
d. Consider Approval of the following Contracts <ul style="list-style-type: none"> • 2020 Contract for Exterior Repairs to Masonry Units – 1st reading • 2020 Contract for Parking Lot Repairs – 1st reading • 2020 Contract for Spring Concrete Repairs – 1st reading 	(vi)
e. Status of Contract for 2020-2022 Waste Disposal Services	(iv)
f. Complaint Matters	(iv)

The meeting began at 7:08 p.m. recessed at 8.01 p.m. resumed at 11.08 p.m. and adjourned at 11:33 p.m.

2b. Announcement of Executive Session Meeting held on May 21, 2020

GHI's Board of Directors held an Executive Session this evening via videoconference, with Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Sue Ready, Steve Skolnik, Anna Socrates, Tami Watkins and Audit Committee members Joyce Campbell, Robin Everly, and Carol Griffith participating from remote locations.

The following motion to call this meeting was made during a prior open meeting earlier this evening and approved by Board members Brodd, Hess, Holland, James, Jones, Ready, Skolnik, Socrates and Watkins.

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)
g. Approve Minutes of Executive Session Meeting Held on April 16, 2020	(vii)
h. Member Financial Matters	(viii)
i. Consider Approval of the Following Contracts: <ul style="list-style-type: none"> • 2020 Contract for Exterior Repairs to Masonry Units – 2nd reading • 2020 Contract for Parking Lot Repairs – 2nd reading • 2020 Contract for Spring Concrete Repairs – 2nd reading • Contract for Pre-sale Repairs to 32-K Ridge Rd -1st reading • Contract for Pre-sale Repairs to 39-K Ridge Rd -1st reading 	(vi)

The Board approved the following contracts during the meeting:

- a) A contract with American Professional Chimney & Masonry, Inc. to undertake masonry repairs at 22 locations, at the contractor's bid of \$57,555, plus 10% for contingencies, for a total not to exceed \$63,311.
- b) A contract with CPE, Inc. for 2020 parking lot repair work at 33 sites, at the contractor's bid of \$35,840, plus 10% for contingencies, for a total not to exceed \$39,424.
- c) A contract with JMR Concrete Construction, Inc. for the repairs of concrete sidewalks at twenty-six (26) sites at the contractor's bid of \$38,753.00, plus 10% for contingencies, for a total not to exceed \$42,628.00.

The meeting began at 7:01 p.m. and adjourned at 7:36p.m.

3. Visitors and Members (Comment Period)

Molly Lester, 6-M Hillside Road recognized Peter Joseph for his contribution to GHI.

Ann Sterling, 18-D Ridge Road expressed her thanks to the GHI Emergency Services.

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.

- Jeffrey A. Fabre, Efren E. Fabre, Joint Tenants, 2-G Eastway;
- Walter E. Eagle, Sole Owner, 2-C Plateau Place;
- Drennon M. Hyde, Benjamin K. Smith, Joint Tenants, 61-E Ridge Road.

Moved: James

Seconded: Socrates

Carried: 9-0

Motion: I move that the Board of Directors approve the following Mutual Ownership Contract recreation.

- Kerry W. Leonard, Sole Owner, 6-B Hillside Road.

Moved: James

Seconded: Hess

Carried: 9-0

5. Committees and Homes Improvement Program Reports

Homes Improvement Program: Wiehagen reported that staff are working with the contractors for last minute preparations.

Finance Committee: Hess reported that the committee did not meet last Wednesday and will met on Wednesday May 27.

Succession Planning Task Force: Holland reported that the task force is working on the final edits on the Emergency Preparedness Plan.

IT Task Force: Holland reported that the task force will meet on Wednesday June 3rd.

Long Range Planning Committee: James reported that the committee is focused on reviewing future projects for study.

Woodlands Committee: James reported that the committee is working on the annual report, getting more caretakers for pocket park and soliciting members for Woodlands.

6. For Action or Discussion

6a. Approve Minutes of Regular Open Session Meeting Held on April 16, 2020

Motion: I move that the Board of Directors approve the minutes of the Regular Open Session Meeting that was held on April 16, 2020 as presented.

Moved: James

Seconded: Hess

Carried: 9-0

6b. Approve Minutes of Special Open Session Meeting Held on April 30, 2020

Motion: I move that the Board of Directors approve the minutes of the Special Open Session Meeting that was held on April 30, 2020 as presented.

Moved: James

Seconded: Hess

Carried: 9-0

6c. Review Proposed Charter for the Yards and Exteriors Task Force

On February 20, 2020, the Board of Directors passed the following motion:

I move that the Board of Directors establish a task force to recommend the scope of a yard and building exterior inspection program that should be implemented. The task force shall submit its report by October 31, 2020 with recommendations including all but not limited to the following elements:

1. Objectives of the program.
2. Name of the inspection program.
3. Inspection checklist to be used.
4. Education program for members and staff doing the inspections.
5. Incentives to members to encourage compliance.
6. Whether fines should be imposed for not correcting violations and if so, the fines that should be charged.
7. Staff organization required for the program.

GHI members Joseph Ralbovsky, Ed James, Alex Barnes, Kemlyn Brazda, Jeannette Grotke, and Philip Lake were appointed to serve on the task force; George Bachman is the Staff Liaison, and Ed James is Board Liaison

Motion: I move that the Board of Directors approve the charter for the Yards and Exteriors Task Force as presented.

Moved: Holland

Seconded: Socrates

Carried: 9-0

6d. Architectural Review Committee's Recommendation re: Revisions to Member Handbook Section VII: Fences

During a meeting on July 5, 2018 meeting, the Board of Directors accepted a Yard Solution Task Force's Final Report on GHI Yard Solutions for a 21st Century Garden City and directed the Architectural Review Committee (ARC) to review the report and propose possible changes to the GHI Member Handbook.

The Yard Solution Task Force's Final Report was based on the results of a voluntary member survey conducted during the first quarter of 2017. It identified the impact that yard features have on the overall quality, value, and appeal of the cooperative. Among the features addressed was fencing.

Attachment #6a is an excerpt from the YSTF's Final Report regarding fences. It highlights the following key points:

- Fencing of member yards was not permitted prior to the formation of Greenbelt Veterans Housing Associates (GHI's predecessor) in 1952.
- Planned communities typically require that fences be in appropriate preselected styles and materials. GHI is unusual in not doing so.
- Fencing in the community has an enormous impact on the overall beauty and cohesiveness of the GHI landscape and of Historic Greenbelt, including its attractiveness to potential home buyers.
- 59 survey responders complain of fencing types in GHI, many mentioning their desire for less chain link fences.

To address these points, the YSTF made the following suggestions:

- Require that new fencing be in a style chosen by the ARC. Members seeking new fencing in nonconforming styles or materials may apply for an exception to this rule.
- GHI continue its practice of removing fences at no cost to the member if no new fencing is installed within 2 years (currently 3 years) of the removal of the original fence.
- Remove VII.B.1.9: "Fence styles within the row should harmonize." (New rules would emphasize harmonious fencing throughout the community, not just in individual courts.)
- When existing chain link fencing is repainted, it must be painted black (with GHI providing the paint).

After considering the suggestions in the YSTF Final Report and spending much time discussing the rules, the ARC voted 4-0-0 to recommend that the Board approve the proposed rule changes in Member Handbook Section VII: Fences as illustrated in Attachments #6b and #6c. Attachment #6b is the original document with the changes that have been made while Attachment #6c is the revised document after the changes were accepted.

On March 5, 2020, the Board directed the Manager to submit the ARC revisions in Attachments #6b and #6c, to the membership for feedback. Ten members submitted comments that are documented in Attachment #6d.

By Consensus: To refer back to the Architectural Review Committee.

6e. Buildings Committee Recommendation re: Revisions to Section X of the GHI Member Handbook

On March 15, 2017, the Board of Directors directed the Buildings Committee to recommend changes to various sections of Section X of the GHI Member Handbook, to resolve inconsistencies in the definition of Additions and to align the Addition Maintenance Program (AMP) requirements with the revised definition.

The Buildings Committee reviewed all subsections of Section X and provided edits which the Board first reviewed during the September 19, 2019 Board meeting. The Board scheduled a work session on October 1, 2019 to review specific issues requiring policy decisions. After the work session, the Buildings Committee revised Section X. On December 19, 2019, the Board reviewed the changes that were made as a result of the work session and directed the General Manager to publish the proposed revisions for membership comment. Attachment #7a lists the comments that were received.

After reviewing the member comments that were received, the document was finalized (refer to Attachment #7b) and is on the agenda for review and disposition.

Motion: I move that the Board of Directors approve the Buildings Committee recommendation re: revisions to Section X of the Member Handbook as presented.

Moved: Hess

Seconded: Brodd

Carried: 7-2

Opposed: James, Ready

6f. Proposed Board Meeting Dates during June 2020 to August 2020

If the annual meeting had been held on May 14, 2020, the election of a new Board of Directors would have been ratified on May 21st and the new Board would have decided on a calendar of Board meetings and work sessions for the 2020-2021 term. Due to the COVID-19 pandemic, it is uncertain when the 2020 annual membership will be held to elect a new Board of Directors. Hence, the following dates are proposed for Board meetings and a work session during the period June 1st to the end of August 2020:

Thursday, June 4 th	Regular Board Meeting
Thursday, June 18 th	Regular Board Meeting
Monday, July 13 th	Work session with the Greenbelt City Council <i>(The Board should select two or 3 possible dates which the manager will communicate to the City Manager)</i>
Thursday, July 9 th	Regular Board Meeting
Thursday, July 23 rd	Regular Board Meeting
Thursday, August 6 th	Regular Board Meeting
Thursday, August 20 th	Regular Board Meeting
Thursday, August 27 th	Work session beginning @ 7:00 p.m. between the Board and Finance Committee re: preliminary discussions about the 2021 budget

The Board should consider whether to hold a strategic planning work session in June to establish an action plan for the 2020-2021 Board term. Normally, this work session is held during a Sunday in June. A schedule of meeting dates during June to August may be approved by

consensus.

By Consensus: To approve the board schedule of meeting dates during June to August 2020.

6g. Proposed GHI COVID-19 Return to Work Plan

Last March 19th, Maryland Governor Larry Hogan issued an order that prohibited large gatherings and events, due to the COVID-19 pandemic. On March 23rd, Governor Hogan issued another order that urged Marylanders to remain home and encouraged employers to promote work-from-home arrangements to the greatest extent possible. The March 23rd order also required all non-essential businesses and establishments to close. GHI's attorney Tiffany Releford advised that the Order excluded property maintenance companies from closure and GHI would not be in violation of the Order for continuing to provide on-site services.

Governor Larry Hogan has announced a three-part recovery plan for Maryland:

- Effective from May 15th, stage one of the recovery plan would be implemented, whereby the prior stay-at-home restrictions would be lifted. Some small businesses could reopen, doctors could perform elective procedures, religious institutions could offer "limited attendance" at outdoor worship, gyms could offer outdoor classes, other outdoor work could resume with restrictions, and some recreational activities could resume, including boating, fishing, golfing, tennis and hunting.
- Stage two would allow for larger social gatherings, indoor gym classes, regular childcare, increased mass transit schedules, indoor religious services, restaurant and bar service with restrictions, and elective procedures at hospitals.
- Stage three would allow large social gatherings, the reopening of entertainment venues, large religious gatherings, and fewer restrictions on visitors at nursing homes and hospitals.

Due to a high incidence of COVID-19 cases in Prince George's County, P.G. County Executive Angela Alsobrooks decided to postpone stage one of the recovery plan. On May 14th, Ms. Alsobrooks stated that with commitment to safety guidelines from residents, and help from the state and federal governments, it is possible that the situation will improve to the point, that stage one could begin in two weeks.

While there is uncertainty about the timeline for enacting the various phases of a recovery plan for Prince George's County, staff has been working diligently to determine what "re-opening" will mean for us. Staff has drafted a "COVID-19 Return to Work Plan" (refer to Attachment #12a) on the assumption that GHI will be able to fully resume its operations when Prince George's County implements stage one of the recovery plan and lifts the current stay-at-home restrictions. The return to work procedures outline preventive measures staff, contractors and members will be requested to follow, to minimize risk of exposure to the coronavirus. Attachment #12b is a draft letter that staff proposes to send to members whose units are included in the HIP 2020 cohort, when GHI's operations return to normal.

Motion: I move that the Board of Directors accept the “GHI COVID-19 Return to Work Plan” and letter to be sent to members whose units are included in the HIP 2020 cohort, as presented.

Moved: James

Seconded: Hess

Carried: 9-0

6h. Proposed letter to the Greenbelt City Council re: Support of GHI's position on Two Issues in the draft Greenbelt NCOZ Development Standards

On May 7, 2020, the Board reviewed the Neighborhood Study Report and Draft Neighborhood Conservation Overlay Zone (NCOZ) Standards for Greenbelt that the Maryland National Capital Parks and Planning Commission (M-NCPPC) recently released, and considered what changes the M-NCPPC should be requested to make to the documents. The Board agreed by consensus to send a letter to the Greenbelt City Council requesting its support of GHI's position regarding the following two issues in the draft Greenbelt NCOZ Development Standards:

- a) That an addition to a GHI home shall not exceed a cumulative sum of 100 percent of the gross floor area of the original structure.
- b) That an addition or accessory structure, such as shed, deck, or enclosed porch, be sited on the garden-side rather than the service-side of a GHI home

Attachment #13 is the draft letter which Board member Anna Socrates originally composed, and President Steve Skolnik edited.

Motion: I move that the Board of Directors approve a letter requesting the Greenbelt City Council to support GHI's position on two issues in the draft Greenbelt NCOZ Development Standards. Further, I move that the Board authorize the Board President to sign the letter.

Moved: Hess

Seconded: Jones

Carried: 8-0-1

Abstained: Ready

Items of Information:

7a. Status of GHI's PPP Bank Loan Application

On April 16, 2020, the Board of Directors authorized the Manager to submit an application for a Paycheck Protection Program loan covering allowable payroll expenses equivalent to 2.5 times GHI's monthly employee payroll compensation including paid leave, payment for group health and insurance benefits, retirement benefits, state and local payroll taxes. GHI's application was unsuccessful. The Manager will inform the Board during the Board meeting about the reasons why the application was denied.

7b. Attempt by a Hacker to Defraud GHI

On May 8th, an unknown person sent a request to have a large amount of money wired from GHI's operating account at a Bank to an account in China. The action was thwarted due to the vigilance of the Bank and the internal control system in place for directing the Bank to wire monies to clients. The Manager will provide more details about this incident during the Board meeting.

7c. Board 12 Month Action Plan and Committee Task List

7d. Monthly GHI and City Calendars

7e. President's Items

Skolnik thanked staff.

7f. Board Members' Items

Brodd thanked staff.

Hess thanked staff.

Socrates thanked staff.

Holland thanked staff.

Watkins thanked staff.

7g. Audit Committee's Items

Campbell thanked the Board and staff.

7h. Manager's Items

Ralph recognized Peter Joseph for all his hard work.

Motion: To adjourn.

Moved: Hess

Seconded: Brodd

Carried: 9-0

The meeting adjourned at 10:26 p.m.

Ed James
Secretary

**Greenbelt Homes, Inc.
Financial Statements
March 2020**

Greenbelt Homes, Inc.
Balance Sheet
3/31/2020

ASSETS

CURRENT ASSETS:

Cash	(A)	\$	8,017,268	
Accounts receivable (net)			127,181	
Notes receivable			59,114	
Prepaid expenses			95,610	
			<u>8,299,173</u>	
OTHER CURRENT ASSETS			37,653	
Accrued bond interest			2,831	
GHI controlled homes for sale	(B)		113,006	
Inventory			<u>153,490</u>	
				\$ 8,452,663

Total current assets

PROPERTY & EQUIPMENT

Land, buildings & improvements (net)			21,975,596	
Vehicles & operating equipment (net)			93,966	
			<u>22,069,562</u>	
Property and equipment				22,069,562
Total property and equipment				

Investment in Sub-GDC

Investment in NCB			431,432	
Investments (Bonds & Bond Fund)	(C)		885,137	
			<u>3,766,765</u>	
Total investments			5,083,334	

Total other assets

TOTAL ASSETS

5,083,334
\$ 35,605,559

LIABILITIES & MEMBER EQUITY

CURRENT LIABILITIES

Accounts payable & accrued expenses		\$	908,959	
Payroll liabilities			161,057	
Deposits & deferred revenue			146,752	
			<u>1,216,768</u>	
Total current liabilities				1,216,768
Total liabilities				

MEMBER EQUITY

Replacement reserves			7,596,334	
Contingency reserves	(D)		440,242	
Working capital			1,753,212	
Accumulated equity	(E)		<u>24,599,003</u>	
Total members equity				<u>34,388,791</u>

TOTAL LIABILITIES & MEMBER EQUITY

\$ 35,605,559

Greenbelt Homes, Inc.
Notes to Balance Sheet
As of 3/31/2020

Assets

(A) Cash

Cash balance includes \$7,131,356 of Federal Money Market fund on 3/31/2020.

(B) GHI Controlled Homes for Sale

As of 3/31/2020, GHI had no units for sale. Accumulated costs of \$2,831 are related to GHI work performed on distressed units which will be collected upon disposition (sale) of those units.

(C) Investments

Corporate bonds are scheduled to mature from 2020 through 2023 as follows: 2020-\$0.7M, 2021-\$1.1M, 2022-\$1.6M, 2023-\$0.2M. Bond fund valued at \$149K.

Equity

(D) Replacement Reserves

As of 3/31/2020 the components that make up replacement reserves are as follows:

Replacement Reserves	6,449,469
Replacement Reserves-Additions	<u>1,146,865</u>
Total	<u><u>7,596,334</u></u>

(E) Accumulated Equity

As of 3/31/2020 the components that make up accumulated equity are as follows:

Unreserved Fund - Property and Equipment	22,069,562
Other Equity (includes crawlspace, asbestos, contingency and unreserved operating)	<u>2,529,441</u>
Total	<u><u>24,599,003</u></u>

Greenbelt Homes, Inc.
Income Statement Summary
For the Period Ending 3/31/2020

	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>
RECEIPTS				
Member charges	\$ 3,051,212	\$ 3,041,316	\$ 9,896	0.3%
	<u>3,051,212</u>	<u>3,041,316</u>	<u>9,896</u>	<u>0.3%</u>
Service income	(A) 143,929	135,654	8,275	6.1%
Other income	(B) 67,112	86,874	(19,762)	-22.7%
	<u>211,041</u>	<u>222,528</u>	<u>(11,487)</u>	<u>-5.2%</u>
Total receipts	<u>3,262,253</u>	<u>3,263,844</u>	<u>(1,591)</u>	<u>0.0%</u>
EXPENSES:				
Real estate taxes	1,092,768	1,092,768	-	0.0%
Trash collection	113,187	113,187	-	0.0%
Insurance	142,035	142,035	-	0.0%
Admin/BOD/Comm/Mbr	(C) 314,240	375,657	(61,417)	-16.3%
Maintenance operations	(D) 689,119	912,345	(223,226)	-24.5%
Transfer to reserves	607,368	607,368	-	0.0%
Total expenses	<u>2,958,717</u>	<u>3,243,360</u>	<u>(284,643)</u>	<u>-8.8%</u>
Receipts over (under) expenses	<u>\$ 303,536</u>	<u>\$ 20,484</u>	<u>\$ 283,052</u>	<u>>100%</u>
Depreciation member units	<u>\$ 269,754</u>	<u>\$ 173,250</u>	<u>\$ 96,504</u>	<u>55.7%</u>

Greenbelt Homes, Inc.
Notes to Income Statement Summary
For the Period Ending 3/31/2020

INCOME

(A)	Service income (Up > 6.1%)	\$	8,275
	This positive variance is related to membership fee income which is greater than the monthly budgeted amount.		
(B)	Other Income (Down 22.7%)	\$	(19,762)
	This unfavorable variance includes allocation of interest income replacement reserves.		

EXPENSES

(C)	Admin/BOD/Comm/Mbr (Down 16.3%)	\$	(61,417)
	This favorable variance is primarily due to labor and fringe.		
(D)	Maintenance operations (Down 24.5%)	\$	(223,226)
	This favorable variance is primarily due to labor and contract work.		

Greenbelt Homes, Inc.
Administration Summary
For the Period Ending 3/31/2020

		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)	\$ 187,464	\$ 226,270	\$ (38,806)	-17.2%
Fringe benefits	(B)	38,992	50,655	(11,663)	-23.0%
Office supplies/postage		14,778	13,600	1,178	8.7%
Copier		1,693	4,225	(2,532)	-59.9%
Telephone		5,515	7,100	(1,585)	-22.3%
Hiring & training	(C)	5,300	2,000	3,300	>100%
Temp & prof help		10,565	12,000	(1,435)	-12.0%
Legal	(D)	5,784	9,900	(4,116)	-41.6%
Annual audit		4,856	4,856	-	0.0%
Assoc. dues & conferences		1,977	1,400	577	41.2%
Board/Audit/Committees	(E)	6,242	13,280	(7,038)	-53.0%
Members' expenses		80	3,000	(2,920)	-97.3%
Utilities		9,532	10,408	(876)	-8.4%
Personal Property tax		1,125	1,125	-	0.0%
Depreciation		3,013	3,013	-	0.0%
Other		523	1,225	(702)	-57.3%
Information technology services	(F)	16,801	11,600	5,201	44.8%
Total admin		<u>\$ 314,240</u>	<u>\$ 375,657</u>	<u>\$ (61,417)</u>	<u>-16.3%</u>

Greenbelt Homes, Inc.
Notes to Administration Summary
For the Period Ending 3/31/2020

(A) Labor (Down 17.2%)	\$ (38,806)
This favorable variance is primarily due to beginning of year vacancy for the Executive Assistant position.	
(B) Fringe (Down 23.0%)	\$ (11,663)
This favorable variance is primarily due to beginning of year vacancy for the Executive Assistant position.	
(C) Hiring and Training (Up > 100%)	\$ 3,300
This unfavorable variance includes payment for annual aquatic membership and staff events.	
(D) Legal (Down 41.6%)	\$ (4,116)
This favorable variance due to the timing of actual legal expenses being below the monthly budgeted amounts.	
(E) Board/Audit/Committees (Down 53.0%)	\$ (7,038)
This favorable variance is related to timing of Board, audit, and other committee expenses which have not yet been incurred.	
(F) Information Technology (Up 44.8%)	\$ 5,201
This unfavorable variance is due the purchase and setup of laptops for the management team.	

Greenbelt Homes, Inc.
Maintenance Summary
For the Period Ending 3/31/2020

	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>MAINT SUMMARY</u>				
Labor	(A) \$ 368,252	\$ 491,736	\$ (123,484)	-25.1%
Fringe benefits	131,089	137,313	(6,224)	-4.5%
Materials	(B) 49,296	63,753	(14,457)	-22.7%
Contract work	(C) 95,088	171,864	(76,776)	-44.7%
Vehicles	26,849	27,498	(649)	-2.4%
Dumpsters	(D) 6,518	9,753	(3,235)	-33.2%
Uniforms	3,747	4,251	(504)	-11.9%
Submeter court lights	2,920	2,199	721	32.8%
Depreciation	5,360	3,978	1,382	34.7%
Total maintenance	<u>\$ 689,119</u>	<u>\$ 912,345</u>	<u>\$ (223,226)</u>	<u>-24.5%</u>

Greenbelt Homes, Inc.
Notes to Maintenance Summary
For the Period Ending 3/31/2020

(A) Labor (Down 25.1%) **\$ (123,484)**

This favorable variance is primarily due to the following vacant positions: Electrician, Project Manager, and Plumbers (2).

(B) Materials (Down 34.8%) **\$ (14,457)**

This favorable difference is due to timing differences associated with materials used.

(C) Contract Work (Down 40.2%) **\$ (76,776)**

Contract work performed through March is listed below:

	Y-T-D Actual	Annual Budget
Bathtub reglazing	\$ 6,100	\$ 18,000
Swale & drainage	-	50,000
Janitorial	4,004	23,000
Landscaping	2,150	67,000
Gutter cleaning	-	60,000
Parking lot repairs	-	40,000
Pest control	3,630	36,000
Fee for service	-	26,000
Renovations/repairs	10,151	87,450
Security system-administration bldg.		80,000
Sidewalk Repairs	21,700	-
Tree trimming	39,841	160,000
Asbestos remediation	7,513	40,000
	<u>\$ 95,088</u>	<u>\$ 687,450</u>

(D) Dumpsters (Down 33.2%) **\$ (3,235)**

This favorable variance is due timing differences of dumpster hauls.

To: Greenbelt Homes, Inc. Board of Directors
From: Legislative and Government Affairs Committee
Date: May 15, 2020
Re: Annual Report of Activities

The Legislative and Government Affairs Committee (LGAC) hereby submits our annual report for the period ending April 30, 2020. Committee Members at the time of the submission of this report are - Aaron Marcavitch (chair), Kerry Loring, Kathleen Gallagher, Ben Wilhelm, Katie Thompson, Amy Rutledge, and Anna Socrates (Board Liaison), alongside Staff Liaison Eldon Ralph. The committee has spent the last year tracking legislative and government issues which may be of particular interest to the Board and membership of Greenbelt Homes, Inc.

Using the tracking system Member Gallagher developed in our first year, the committee has a system in place for committee members to report legislation and provide comments on the status of the item and its relevance to GHI. This process was used during this year's Maryland General Assembly. Member Gallagher continued to maintain the list as the session progressed. This year, several items required the LGAC to request the Board's comments to be submitted to the legislature. LGAC was particularly concerned about several proposed changes – all of which were cut short and not passed due, in part, to the COVID situation in March 2020.

The bills that the committee reviewed in depth were:

- **HB 1628 (Sales and Use Tax)** was a “small bill” intended to solve the issues of income for the school programs. However, as part of this the bill the sponsors changed the sales tax to encompass virtually every service, potentially creating massive spending costs for the cooperative since it uses so many services and contractors. There was a great deal of discussion about this bill by the committee and it recommended the Board send a letter on the topic to GHI's legislative delegation.
- **SB 530 (The Housing Opportunities Made Equal Act)** which was similar in some regards to Prince George's County Bill 38 of 2019. The County Bill, among other things, bars discrimination against potential renters if they receive housing assistance. The Prince George's County bill became law in December 2019. The committee's review of the State legislation showed that that this bill had the same impact as the county legislation with regard to housing assistance recipients. In fact, the county law actually appears to be broader than the state bill, because it also has provisions barring discrimination based on immigration status, which are not part of the State legislation.
- **HB 1054 (Governing Bodies of Common Ownership Communities – Member Training)** appeared initially to impact coops as part of the Common Ownership concept. However, upon deeper review, this bill only covered condominium unit owners (although the introduction also mentions homeowners associations). HB 1054 states member training would be developed by "a common ownership commission recognized by the state or a local government; or (ii) an organization approved to administer the training

curriculum by a recognized common ownership commission.”

This bill was a parallel bill to HB 592. HB 592 was the bill that created that commission which would support HB1054. HB 592 does specifically list cooperatives under the meaning of "Common Ownership" and training for governing boards would be part of its charge. The purpose of HB 592 was to set up a licensing for common ownership community managers like other licensed professionals, so the impact to GHI would be requiring it to have its GM, and probably others, licensed, trained, and likely paying fees. The state commission would have oversight over those it has licensed and be able to pull licenses, etc. In addition to fees and training, this might have an impact on the pool of available people to take GHI management positions and the cost of employing them.

- **HB58/254 (Common Ownership Communities Reserve Study)** and the companion SB 386 – all of which were repeats of last year’s bills and all of which require a reserve study every 5 years. The House side bill required this for communities of 50 or more units, the Senate had required it for communities of 20 or more units. The bills required structural, mechanical, electrical, and plumbing components of common features to be studied. This aligned with what GHI is already doing, but would put the requirement on us for a study every five years. A study would have had to been performed between 2016 and 2021 and then every 5 years after that. The bill also required that every coop carry reserve funds equal to at least 80% of the funding amount recommended in the reserve study with authority to increase the assessment to cover the reserves. This is essentially the same as HB900 from last year. GHI Board did send a letter of concern to the House members that were introducing the bill.

There were approximately twenty additional bills that would affect GHI operations, cooperatives, and/or member issues but failed or were withdrawn. Some of these bills included issues of governing documents, electric vehicle recharging, property tax credits, employment practices, landlord/tenant issues, as well as a few more issues related to highways and maglev. The committee reviewed all of these bills. most of which were not passed largely due to the shortened session from the COVID-19 pandemic.

Also, during this year, the Committee was kept apprised of the issues related to transportation projects – namely the MAGLEV and the Beltway widening. Committee members attended meetings and stayed connected with the issue through staff and other means. Member Loring was asked to keep on top of the issues related to Federal and city level bills. Chair Marcavitch kept apprised of County and regional level issues.

Committee members participated in partnership with the GHI Zoning Task Force and continued to work toward a resolution to the Neighborhood Conservation Overlay Zone. The updated zoning code was released by the County Council and a specific resolution was passed to form a Greenbelt NCOZ. While this work was not part of the LGAC’s work, it was an important project that we had to stay up on and will continue to work with the task force.

Chair Marcavitch finished his term on the Common Ownership Communities Commission (COCC). During this time, the COCC found its footing and began to move forward with some introduction of programs and has begun to develop additional educational programs. Greenbelt Homes Inc. must stay involved with this group, either by serving on the commission or attending meetings, since the group has little to no knowledge of cooperative operations. Additionally, this commission has connections with Delegate Holmes and with Delegate Derrick Davis. The Committee continues to reinforce the need to have better and stronger connections with the County Delegation.

Of most importance for this year was the arrival of new members! With the committee adding Ben's experience in the state legislature, Katie's work with local planning and tracking legislation as a citizen, and Amy's work with nonprofits, the group finally feels filled out. We are thrilled to have Anna representing the boards voice. This will take some pressure off of the three members that have served for the last few years and looks forward to working with all of the new members as the year goes on.

Over the last year, the LGAC has been honored to monitor and review issues that might affect GHI and the members of the cooperative. We look forward to continuing to review new issues of legislative and government affairs as they arise.

Respectfully submitted,

Aaron Marcavitch, Chair
Kathleen Gallagher
Kerry Loring
Amy Rutledge
Anna Socrates
Katie Thompson
Ben Wilhelm



TO: GHI Board of Directors

FROM: GHI Succession Planning Task Force

DATE: June 8, 2020

The GHI Succession Planning Task Force will report to the Board at its June 18 meeting on two of three deliverables: a Succession Policy to guide the Board in hiring a successor to Eldon when he retires and an Emergency Backup Plan to protect the organization by providing for stable leadership in the event of an unplanned absence of the General Manager and/or senior staff.

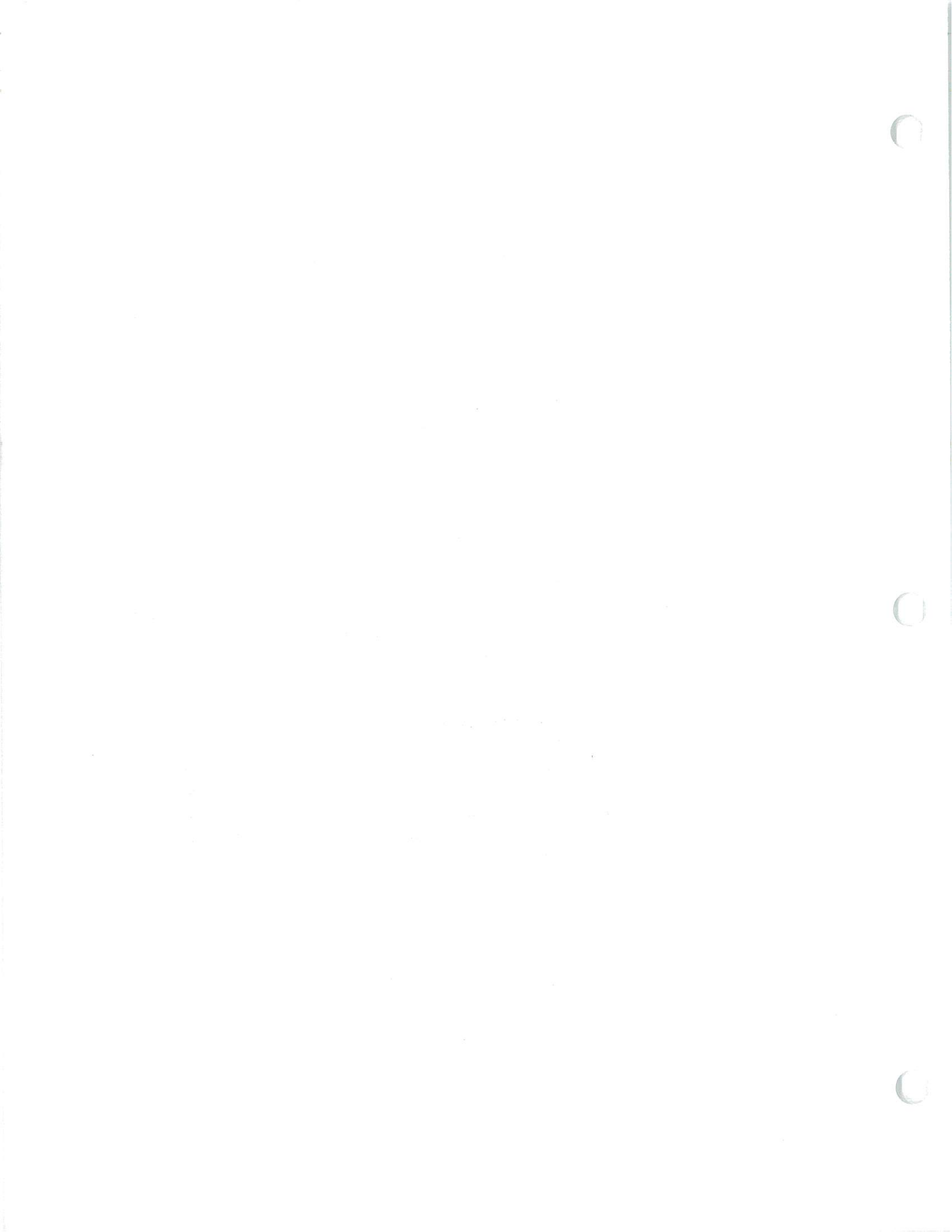
These polices flow from the Board's charge to the Task Force which was: To review approaches to leader continuity and succession planning for organizations like GHI, and to recommend to the Board a set of policies and possible actions to reduce risks during leader transitions and increase mission sustainability, resiliency and adaptability of GHI over the long term.

Attached are the following documents:

- 1) A Succession and Transition timeline overview which provides a roadmap for moving through the process of preparing for leadership changes and managing the departure, hiring, and onboarding of the next General Manager.
- 2) An Emergency Backup Plan for the General Manager which details the process by which the Board would appoint a designated backup person (Tom Sporney or Joe Perry if Tom Sporney not available) as Acting General Manager and would communicate this change to members and stakeholders. This is a risk management policy common in cooperatives and nonprofits.
- 3) A Summary of first and second backups for senior staff positions as developed by and with the General Manager.
- 4) A Succession Policy which details the guiding principles and process by which the Board will manage the transition from one General Manager to the next through the work of a Transition and Search Committee responsible to the Board. The Committee leads the development of the position profile for the next General Manager, undertakes the search for a successor, and recommends finalists to the Board for the Board's ultimate decision. There are multiple approaches to balancing the perspectives and size of the Transition and Search Committee. In considering the unique needs of GHI, the Succession Task Force recommends that the Board and the members be equally represented.

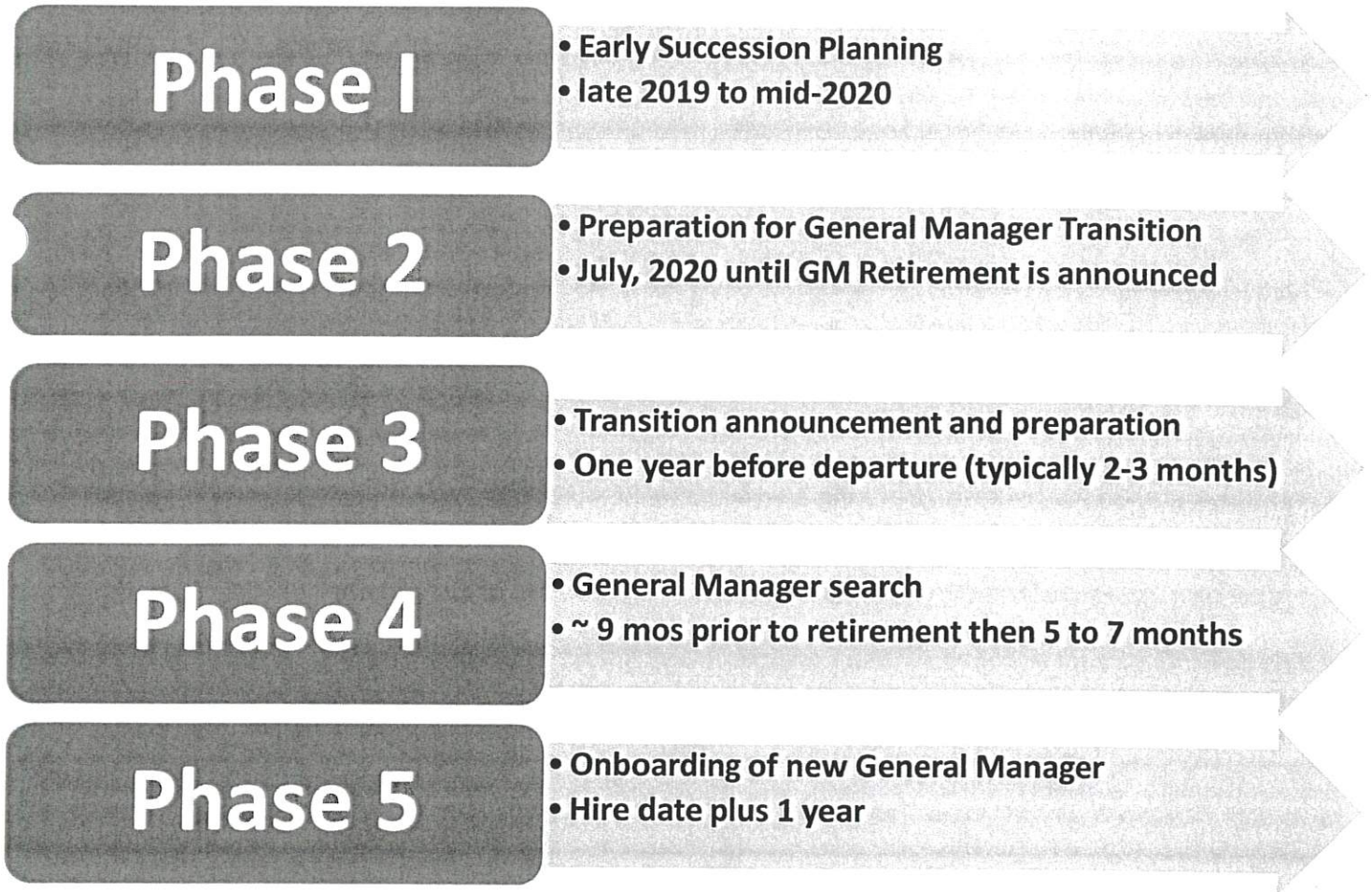
The third deliverable from the Succession Task Force is the Transition and Sustainability Issues Report. The Committee is finalizing this report and will make this final report to the Board later this summer. Thanks for the opportunity to be part of ensuring the long-term vitality and viability of GHI with quality homes and services for its members.

Succession Task Force: Tom Adams & Amy Odegaard, co-chairs; Members: Frank DeBernardo, Chuck Hess, Stephen Holland, Tim Murray



GHI Succession, Transition, Search and Onboarding Sample Timeline
June 18,2020

The following timeline was developed by GHI Succession Task Force to assist the Board in managing the complex process of preparing for and successfully transitioning the top staff position of GHI, the General Manager. It is intended to provide a general road map and possibilities; specific circumstances may necessitate adaptations of the suggested approach.



Greenbelt Homes, Inc.

**General Manager
EMERGENCY BACKUP SUCCESSION PLAN**

**Guideline for the Appointment of an Acting General Manager
in the Event of an Unplanned Absence of the Incumbent**

1. Rationale

The General Manager position in a cooperative or other nonprofit organization is a central element in the organization's success. Therefore, ensuring that the functions of the General Manager are well-understood and shared among the Senior Staff are important to ensure organizational stability and leadership continuity in the event of unplanned and unexpected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition even when it is predictable and planned.

The purpose of this plan is to ensure the continuous coverage of duties critical to the ongoing successful operations of Greenbelt Homes. The Board of Directors is adopting policies and procedures for the temporary appointment of an Acting General Manager in the event of an unplanned and extended absence of the General Manager. The Board President, or Board Vice-President in the absence of the Board President, may determine the appropriate time to initiate the implementation of this plan.

While the Board of Directors acknowledges that such an absence is highly improbable and certainly undesirable, they believe that due diligence in exercising executive-level management functions requires that it have an Emergency Backup Succession Plan in place. The intent of this plan is to ensure continuity in the administration of the organization's day-to-day operations, programs, management of external relationships, and supervision of staff and finances.

2. Key Functions of the General Manager

Of the duties listed in the job description (*see Attachment 2*), the key functions of the General Manager have a corresponding temporary staffing strategy for an Acting General Manager in the attached Emergency Backup Succession Plan Detail (*See Attachment 1*).

The Senior Staff members assigned in the Short-Term Staffing of Key Functions are relevant based on the organizational structure in place at this time (*See Attachment 2*). In the event that those assigned are no longer available or positions are vacant, the Board President may select other staff to support each of the key General Manager functions. It is the responsibility of the General Manager to ensure that staff receive appropriate cross-training to successfully implement the temporary staffing strategy.

3. Business as Usual

This Emergency Backup Succession Plan and the temporary staffing structure will minimize disruption in quality service and maintain business as usual to the extent possible. In the absence of the General Manager, unless otherwise determined by the Board of Directors, business as usual includes maintenance of matters such as fiscal oversight, leadership, and serving as a liaison to the

board of directors. Communication with the Board is imperative during this period. (See Attachment 1.)

4. **Emergency Backup Succession Plan Implementation**

The Board of Directors authorizes the Board President (or Acting President in her/his absence) to implement the terms of this Emergency Backup Succession Plan in the event of a planned or unplanned temporary, short-term absence of the General Manager.

Following notification of an unplanned temporary or short-term absence, the Board President will convene a Board meeting within seven calendar days to affirm the procedures prescribed in this plan, or modify them if needed. The Board may choose to amend and/or not to implement this plan

While this timeline may vary based on circumstances, the suggested steps for implementation are:

- The Board President appoints an Acting General Manager.
- The Board President immediately informs the Board of the Acting General Manager appointment and schedules a Board meeting within one week of the appointment unless already scheduled
- The Board President (and potentially other officers) consults with the Acting General Manager on the circumstances of the absence, organizational situation and related factors.
- After the Board President and Acting General Manager consult, stakeholders will be notified following the defined Communications Plan. (see Attachment 1)

5. **Definitions**

- A *temporary absence* is one in which it is expected that the General Manager will return to his/her position once the events precipitating the absence are resolved.
- An *unplanned absence* is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- A *short-term* absence is three months or less.
- A *long-term* absence is one that is expected to last more than three months.
- A *permanent* absence is one in which it is expected that the incumbent General Manager will not be returning to the position.

6. **Emergency Backup Plan: Short-term, Temporary, Unplanned Absence**

A. Appointing the Acting General Manager

1. The Board of Directors authorizes the Board President to implement the terms of this Emergency Backup Succession Plan in the event of the unplanned absence of the General Manager. The Board President will immediately inform the Board of such action.
2. In the event of an unplanned absence of the General Manager, a member of the Senior Staff shall immediately inform the Board President of the absence.

3. As soon as is feasible, the Board President may convene a meeting of the Senior Staff to affirm the procedures prescribed in this plan or to make modifications the Board President and team deems appropriate.
4. The Acting General Manager appointee and the Board President shall determine an appropriate communications routine to keep the Board fully informed.

B. First Backup for the Acting General Manager

The Board President may appoint Thomas Sporney, Assistant General Manager, to the position of Acting General Manager. His position description will specify that he may serve as Acting General Manager in the absence of the General Manager unless otherwise decided by the Board President. He will have an Emergency Backup Succession Plan with backup designees if he becomes Acting General Manager or becomes unable to serve his daily functions as Assistant General Manager.

C. Second Backup for the Acting General Manager

Joseph Perry, Finance Director, may serve as second backup for the position of Acting General Manager based on the discretion of the Board President. He may serve should the first backup become unable or unwilling to serve as Acting General Manager or as otherwise decided by the Board. He will have an Emergency Backup Succession Plan with backup designees if he becomes Acting General Manager or becomes unable to serve his daily functions as Assistant General Manager.

The Board President may also consider splitting duties among designated appointees based on the primary functions to be carried out. (*See Attachment 3*)

D. Cross-Training Plan for Appointees

The General Manager, in collaboration with the Board President, will develop a plan for training the potential appointees in the key General Manager functions mentioned in section 2 above and in the Cross-Training Plan.

The General Manager will have the responsibility of handling the logistics of the plan's implementation.

E. Authority and Restrictions of the Appointee

The Acting or Interim General Manager may have the same authority for day-to-day decision-making and independent action as the General Manager except as further defined by the Board. Decisions requiring Board President approval, after consultation with the Board or appropriate committee as directed by the Board, include hiring or terminating Senior Staff members, expanding programs, cultivating new partnerships or collaborations with external parties, taking public policy positions on behalf of the organization, and executing new contracts or other financial decisions not included in the current approved budget.

F. Compensation

The Board may consider and direct a salary adjustment for the Acting General Manager.

G. Board President Responsibility for Oversight and Support to the Acting General Manager

The Board President and Board of Directors will have the responsibility for monitoring the work of the Acting General Manager. The Acting General Manager will provide regular updates and meet with the Board President as the Board President may determine. The Board President will also be alert to the special support needs of the Acting General Manager serving in this temporary leadership role and act to address them.

H. Communications Plan

Within one business day after an Acting General Manager is appointed, the Board President and the Acting General Manager will meet to implement an external communications plan to announce the organization's temporary leadership structure, including the kind of information that will be shared and with whom (e.g. members, staff, stakeholders and partners, contractors, etc.). *(See Attachment 1.)*

Within one business day after an Acting General Manager is appointed, the Board President and Acting General Manager will implement the Communications Plan to announce the organization's temporary leadership structure to the Senior Staff and the Board of Directors.

A staff member designated by the General Manager will maintain updated key contact information in a database, on an ongoing basis.

7. Emergency Backup Plan: Long-term Temporary, Unplanned Absence

The procedures and conditions will be the same as for a short-term absence with one addition: The Board President will give immediate consideration, in consultation with the Acting General Manager, to develop and implement a plan to carry out the duties of the General Manager for a more extended timeframe through temporary staffing of agreed upon functions as needed from the various positions impacted by the backup plan. This is in recognition of the fact that, for a term of more than three months, it may not be feasible for an individual to carry the duties of both his/her Senior Staff position and the Acting General Manager position. The position description of a temporary appointment would focus on covering the priority areas in which the Acting General Manager needs assistance.

8. Emergency Backup Plan: Permanent Unplanned Absence

The procedures and conditions will be the same as for a long-term temporary absence with one addition: The Board President may appoint a Transition and Search Committee in accordance with the terms of the Greenbelt Homes, Inc. Succession Policy.

9. The Greenbelt Homes, Inc. Succession Policy

The Succession Policy for the General Manager is a risk management and sustainability planning tool that complements the Emergency Backup Succession Plan. The Succession Policy provides a proactive process for the Board of Directors to plan and execute an executive leadership transition. The Board of Directors will be responsible for adopting and implementing the process and procedures set forth in the Succession Policy.

10. Emergency Backup Plan Approval

This Emergency Backup Succession Plan requires approval by the Board of Directors and an annual review within one month of the annual election of the Board to make any needed changes in the designated backup appointees. The Board may review and amend the plan at other times if a designated backup appointee is no longer available to serve in an Acting General Manager capacity. The Board may reevaluate the plan when new designees are appointed.

11. Signatories

The Board President, the General Manager, and the designated backup appointees will sign this plan.

12. Maintenance of Record

The Board President, the General Manager, and the designated backup appointees will maintain copies of this plan.

Approved by:

Greenbelt Homes, Inc. Board of Directors on _____
Date

Acknowledged by:

I acknowledge that I have reviewed this plan.

—

Steve Skolnik, Board President

Eldon, Ralph, General Manager

Tom Sporney, Assistant General Manager

Attachment 1: Emergency Communications Plan

Attachment 2: General Manager's Position Description

Attachment 3: General Manager Key Functions and Potential Backups for Key Functions

Attachment 1: Emergency Absence Communications Plan

Communications Plan

Internal Communications

1. Who must be notified?	2. Who should notify them?	3. How should they be notified?	4. When should they be notified?	5. What is their contact information? Where is it located?
GHI staff	Board President	Memorandum to all staff	Immediately after the Actg. Gen Mgr. is appointed	N/A
GHI membership	Board President	News Alert in GHI e-newsletter	Immediately after the Actg. Gen Mgr. is appointed	N/A
				(Hit "Tab" to add more lines)

External Communications

City of Greenbelt Mgr.	Actg. Gen Mgr.	e-mail	Immediately after the Actg. Gen Mgr. is appointed	Contact information is on file in Manager's office
GHI attorneys	Actg. Gen Mgr.	e-mail	Immediately after the Actg. Gen Mgr. is appointed	Contact information is on file in Manager's office
GHI Property Insurance Company	Actg. Gen Mgr.	e-mail	Immediately after the Actg. Gen Mgr. is appointed	Contact information is on file in Manager's office

Attachment 2

KEY FUNCTIONS OF GENERAL MANAGER AND POSSIBLE BACK-UP

1. Key Functions	2. Allocation of Time (%)	Possible Backup Person for this Function
Direct day-to-day operations - items 1,3,4, 8, 9,14,15 of job description	30%	Asst. General Mgr.
Regular formal meetings with staff to discuss operational and strategic issues – item 2 of job description	12%	Asst. General Mgr.
Prepare notices, agendas and memoranda for 1) Board meetings (regular meetings, work sessions, 2) membership meetings (annual, special, townhall meetings) – item 13 of job description	20%	Asst. General Mgr.
Assist the Board and committees by participating in all Board meetings/work sessions, weekly meetings with President/Vice President – item 5 of job description	10%	Asst. General Mgr.
Day to day communication with the membership, respond to member complaints and concerns – item 6 of job description	15%	Asst. General Mgr. Director, Member Services
Managing financial aspects of Coop – involvement in preparing the annual budget, reviewing financial reports, bank reconciliation statements, administering the preparation of replacement reserve plans for GHI and GDC, and addition maintenance reserve plans, negotiating contracts, taking actions on member financial defaults, overseeing the custody and use of material resources etc. – items 7, 10,11 and 12 of job description	10%	Asst. General Mgr. Director, Finance

FUTURE PROJECTS OR INITIATIVES

List current or future projects or initiatives that involve significant time as part of your position? What is the estimated timing for project?

FUTURE PROJECTS OR INITIATIVES	ESTIMATED TIMING
Assist the Integrated Property Management Task Force and senior staff to Implement a new property management system for GHI	0-18 months
Assist the technical staff and a consultant in developing a plan for replacing water supply and waste pipes in frame and masonry homes	0-3 years
Assist the Board of Directors in formulating an agreement with WSSC to replace external water supply and sewer pipes for masonry homes.	0-2 years
Finalize record retention policy, purge all outdated documents, establish an electronic filing system.	0-2 years
Prepare a manual with administrative procedures regarding the General Manager's position to assist my successor during his/her transition.	0-1 year

Attachment 3 General Manager Position Description

JOB DESCRIPTION

Job Title: General Manager

FLSA Status: Exempt

Responsible To: Board of Directors

Summary Description: The General Manager serves as chief executive officer of a 1600 unit housing Cooperative (Greenbelt Homes, Inc. - GHI) and of its subsidiary (Greenbelt Development Corporation - GDC). As approved by the Board of Directors, directs the implementation, consistent interpretation and achievement of short- and long-range objectives, policies, budgets and operating plans for the organization. Establishes an organizational hierarchy and delegates limits of authority to departmental directors regarding policies, contractual commitments, expenditures and personnel matters. Represents the organization to the Cooperative community, other business groups, representatives of government and regulatory agencies, and the general public. Serves as chief advisor to the Board of Directors during its deliberations and activities.

Essential Job Functions:

I. LEADERSHIP & MANAGEMENT:

1. Oversees the maintenance, repair, and upkeep of the Cooperative dwelling units, grounds, and buildings consistent with GHI policy.

2. Assures compliance with GHI bylaws and all applicable federal, state and local regulations.
3. Directs the activities of a staff of 45-50 professional, administrative, technical, trade, and clerical personnel currently in all departments: Physical Plant Operations (includes Maintenance and Technical Services) Finance, Member Services and Human Resources.
4. Directs the day-to-day operations of the Cooperative, implementing the policies set by the Board of Directors, including the enforcement of regulations and contracts.
5. Ensures adequate controls over receipts, expenditures, inventory, and the physical property.
6. Establishes the organizational structure and functions of staff.
7. Hires and discharges all employees in accordance with established personnel policies.
8. Interfaces with federal, state, county and city agencies with references to legislation and other matters of concern to GHI (e.g. zoning, taxes, woodlands protection, etc.).
9. Negotiates loan commitments, legal agreements, insurance coverage & other contracts for Board approval.
10. Networks & maintains relationships with other Cooperative organizations on matters of mutual interest.
11. Performs other duties consistent with the responsibility of a chief executive officer, or as assigned by the Board of Directors.
12. Safeguards all company records and files.

II. BOARD RELATIONS:

1. Advises the Board as it develops policies, programs, and regulations.
2. Prepares executive summaries, reports and proposals as requested by the Board.

III. FINANCIAL MANAGEMENT:

1. Manages all financial aspects of the Cooperative, and oversees the preparation of the annual budget for approval by the Board.
2. Oversees the purchase, custody and use of materials, equipment and supplies, including vehicles.

IV. MEMBERSHIP:

1. Fosters a congenial teambuilding environment through communications with membership on company matters, and ensures responsiveness to member complaints and concerns.

Qualifications: Bachelor's Degree in Business Administration, Organizational Management, Finance or comparable discipline. MBA a plus. Minimum of ten years of successful management experience, coop management experience a plus. Excellent communications skills, conflict management training and public speaking experience a plus. Ability to relate to all levels in an organization, including difficult and emotionally challenged individuals. Familiar with current technology and computer systems, including MS Office Suite (advanced skills in Excel, Access). Prior experience in areas of finance, human resources, facilitating-training and/or maintenance management desirable.

Physical Requirements: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made, providing it is financially feasible for GHI. While performing this job, the employee regularly talks and hears, sits, stands, walks, bends, climbs steps, stoops, writes. Uses hands to finger and handle objects. Specific vision abilities required by this job include close vision and the ability to view computer screens.

GHI MAY MODIFY THIS JOB DESCRIPTION AT ANY TIME, BASED UPON COMPANY NEEDS.

GHI Senior Staff Emergency Backup Appointees		
Position/Title	1st Backup	2nd Backup
Eldon Ralph, General Manager	Tom Sporney	Joe Perry
Tom Sporney, Asst. GM	Eldon Ralph	George Bachman
George Bachman, Dir. Maintenance	Ron Sookram	Dwayne White
Joe Perry, Dir. Finance	Greg Eck	Eldon Ralph - or outside contractor
Neron Escalera, Dir. Member Srvc	Christine Gyemfi	Maesha McNeill
Stuart Caplan, Dir. Tech Srvc	Tom Sporney	Project Mgr (vacant)
Maesha McNeill, Dir. HR	Agnes Erskine (Exec. Asst.)	Neron Escalera

Greenbelt Homes, Inc.

Managing Director Succession Policy

Introduction

A succession policy for the General Manager (GM) position is a routine risk management and sustainability planning tool. The Succession Policy ensures organizational sustainability by providing a proactive, orderly plan for managing leadership transitions.

To that end, the Board Directors of Greenbelt Homes, Inc. (GHI) is adopting this Succession Policy for purposes of:

1. Focusing Board attention on leadership development through annual communications between the General Manager and Board about the depth of staffing and succession plans for Leadership Team positions.
2. Establishing principles, role clarity and procedures to support positive leadership transitions that foster good endings and beginnings with departing and arriving leaders and build organizational capacity when a planned or unplanned Managing leadership change occurs.

The Board shall be responsible for implementing this policy and its related procedures, and for annually reviewing and updating the policy as needed.

Guiding Principles

1. As a matter of policy, the Board believes that its due diligence responsibility, as well as the interests of the organization and the GHI community to review the position requirements for the next General Manager based on current and future priorities of GHI.
2. Based on this review, the GHI Board will determine the scope of search of candidates. The scope of the search will place value on internal candidates and invite applications from internal candidates. In addition, the Board will consider conducting a regional and national search. In all cases the Board will invite applications from all interested internal candidates.

3. In organizations such as GHI, the General Manager's position is often shaped by the incumbent's talents and areas of specialized interest. That person's departure might necessitate other organizational changes including the creation of new positions and/or realignment of current positions.

4. GHI is committed to an inclusive transition planning process which seeks input from the Board, staff, and members.

5. Greenbelt Homes is committed to diversity and inclusiveness. As part of that commitment, GHI seeks to develop a finalist pool that is reflective of the communities served.

6. A transition presents an extraordinary opportunity for the organization to continue to grow and develop. The pre-eminent goal of a transition to a new General Manager is maintaining the continuity of GHI's mission and services to its members and the community.

Plan Implementation

Getting Organized

In the event of a planned or unplanned General Manager transition, the Board shall, by majority vote, immediately appoint a Transition and Search Committee (Transition Committee) which shall plan and manage the transition, including the search for a new General Manager.

The Transition Committee shall be comprised of an even number of members, no more than half of whom are current board members. The Committee will consult with stakeholders whose perspective is important to the transition planning as determined by the Committee. The Committee's charge is to manage a successful transition, search and onboarding process as guided by the Board and to recommend one or more finalists to the Board for Board action (See Appendix 1 for sample Transition and Search Committee charge). The Board values input from staff and the Committee will seek appropriate input from staff throughout the transition and selection process. The typical size of the Committee varies from six to ten in order to be both representative and manageable. With Board concurrence, the Transition Committee may delegate the interviewing process to a Search Subcommittee. In all cases, the recommendation to

the Board of finalist candidates shall come from the Transition Committee for Board action.

Lines of Authority and Responsibility

1. Board: The selection of the General Manager is the responsibility of the Board.
2. General Manager: The current General Manager has the responsibility to continuously identify, encourage, and help to develop senior managers within the organization who are qualified to meet future leadership needs, whether that be on a temporary or permanent basis. The current General Manager has the responsibility to plan for the orderly transition of all senior managers.
3. Senior Managers: The current senior managers are responsible for developing bench strength to ensure that planned and unplanned transitions are well managed and the internal talent pool is continuously expanded.

Board Action in the Event of Vacancy in the General Manager Position

1. Organizational Assessment: The Board and Transition and Search Committee shall take time to assess the leadership needs of the organization before the search for a new General Manager is conducted. The assessment shall include a review and update (if needed) of the organization's strategic plan. The assessment will be designed to help assure the selection of a qualified and capable leader who fits well with the organization's mission, vision, values, culture, goals, and objectives, and who has the necessary skills to lead the organization. The product of this process is a position profile to guide the General Manager search.
2. Option of Appointing an Acting or Interim General Manager: To assure the organization's operations are not interrupted while the Board assesses the leadership needs and recruits a new General Manager, the Board may appoint an Acting General Manager from among senior managers or hire an Interim General Manager from outside the organization.
3. Duties of the Acting/Interim General Manager: Among such duties will be to ensure that the organization continues to operate without disruption and that all organizational commitments previously made are appropriately executed, including, but not limited to, management of the workforce, member services, contract obligations, reports, licenses, certifications, membership renewals, and other obligations to members and other stakeholders.

4. Limitations on the Acting/Interim General Manager: The Acting or Interim General Manager may have the same authority for day-to-day decision-making and independent action as the General Manager except as further defined by the Board Decisions requiring the approval of the President and the Board include hiring or terminating senior managers, expanding or reducing member services, cultivating new partnerships or collaborations with external parties, taking public policy positions on behalf of the organization, and executing new contracts or other financial decisions not included in the current approved budget.

5. Simultaneous Transitions for the General Manager and other Senior Manager Positions: After appointing an Acting or Interim General Manager from within, the Acting or Interim General Manager, with the approval of the Board may make other temporary senior management appointments from among other senior management staff, external hires, or whatever combination of those options best assures continuity in leadership and program success through the transition period and afterwards.

Preparation Time Frame for Replacement of the General Manager

The optimal period for the General Manager to announce his/her departure from that role – or proposed commencement of a new role in the organization – is at least six to twelve months before the date of departure.

The Board understands that the time required for successfully completing a planned leadership transition is approximately six to twelve months. This transition process builds on ongoing GHI attention to succession planning.

Role of the Outgoing General Manager in Planned Transitions

1. The departing General Manager, unless otherwise directed by the Board, will be involved in transition activities such as orienting the new General Manager, completing agreed upon organizational priorities and other duties as mutually agreed.

2. The departing General Manager's role during the transition after the new General Manager starts, if any, shall be developed in consultation with the Board President and Board and communicated to the Board.

Initial Implementation of the Transition Plan

1. Within fifteen (15) days of the announcement of a planned departure, the Board President in consultation with the Board shall appoint a Transition and Search Committee. (See Plan Implementation, p. 2 for Committee composition).

2. The Transition and Search Committee shall be responsible for implementing this transition plan and further developing the plan as needed. The Transition and Search Committee shall continue to provide regular updates to the Board on progress in implementing the transition and search. The Committee shall ensure that the Senior Staff and staff are kept informed of progress as the transition and search progresses.

3. The Transition and Search Committee as authorized by the Board of Directors, may consider the need for consulting assistance (e.g., transition management consultant and/or search firm) based on the circumstances. The Committee will recommend action for Board decision.

Emergency Backup Plan – Companion Document

1. Related to the position of General Manager: To be prepared at all times for a leadership transition, the organization shall maintain an up-to-date Emergency Backup Plan with guidelines for the planned or unplanned short-term and long-term absence of the General Manager. The Board will review and approve the plan annually. The plan can also serve as the Transition Plan when there is a vacancy in the General Manager position.

2. Related to Senior Manager Positions: To be prepared at all times for a senior management transition, the General Manager shall maintain an up-to-date Emergency Backup Plan with guidelines for the planned or unplanned short-term and long-term absence of members of the Senior Management Team. Those plans shall be provided to the Board.

Greenbelt Homes Commitment Regarding Diverse Candidates and Staff Leader Development

1. In order to provide career advancement for staff, the organization shall encourage the professional development of current employees.
2. In order to support the Board's due diligence and ensure that the best possible candidate is hired, the organization shall implement a search and selection process that is open to internal and external candidates.
3. GHI shall work proactively to develop a diverse pool of candidates for the General Manager position.

Adopted by the Board of Directors on the _____ day of _____, 2020.

Steve Skolnik, Board President

Appendix 1 Sample Board Charge to Transition and Search Committee

Greenbelt Homes, Inc.

Sample Draft Charge for Transition and Search Committee from Board

2020

The Transition and Search Committee Transition Committee works on behalf of the GHI Board of Directors to lead the planning for the general manager transition and the search and onboarding of the new general manager.

Transition Committee, with consulting support, if any, deemed helpful, will:

- Ensure the information gathering to support transition planning connects with board, staff and other key stakeholders
- Support the departing general manager and board in planning for a positive ending and leadership hand-off
- Support discussion and decision-making around the review of strategic plan and implications for future leadership and implications for priority transition issues and search

- Support development of a Communications Plan to inform publics of the general manager transition plan and timeline,
- Develop and recommend to the Board the Position Profile to guide the search and selection and Search Plan that details how and where the search will be advertised
- Review the resumes of the candidates and decide which candidates to interview
- Ensure clarity of roles with Board on interview and selection process and compensation for new general manager
- Conduct Round 1 interviews with 4 – 6 qualified candidates
- Deliberate and decide which candidates (2-3 semi-finalists) to invite for a Round 2 interview
- Complete the references of those to be interviewed between Round 1 and Round 2 interviews
- Arrange for semi-finalists to complete a site visit and meet with the senior staff
- Invite 2 or 3 additional board members (or entire Board if preferred) to participate in Round 2 interviews with the Transition Committee, likely with 2 or 3 semi-finalists
- Deliberate with the Transition Committee members and added board members to bring one finalist to the board for ratification
- Be responsible for identifying and managing, in collaboration with acting General Manager, Committee and board, any transition issues which may influence the transition or success of next CEO
- Regularly communicate the process milestones to the board
- Plan orientation and onboarding of new general manager
- Develop with legal counsel offer letter for Board President to review and present terms to Board for approval
- Plan onboarding process that includes regular meetings of general manager and Board president/leaders and a 90-day check-in and 180-day formal review of performance based on agreed upon goals and process with general manager.

Greenbelt Neighborhood Conservation Overlay Zone Development Standards
Discussion Draft – March 2020

(Comments from the Board/Zoning Task Force Work Session June 8, 2020)

(Suggested changes in red; Questions in green; Comments in blue)

Purpose

The Greenbelt Neighborhood Conservation Overlay (NCO) Zone is established and intended to protect and preserve unique development features and the character of the ~~historic New Deal community of Greenbelt~~. City of Greenbelt, the core of which was originally developed during the New Deal as one of the first planned communities in the country. As required by the adopted Zoning Ordinance (CB-13-2018 DR-2, adopted by the County Council on October 23, 2018), a neighborhood study has been prepared. That study identified goals for the NCO Zone and informs the development standards proposed in this document. Language suggest by our attorney, Lawrence Taub.

This document is a discussion draft of potential development standards for the Greenbelt NCO Zone and is provided for stakeholder review and comment. Community input will inform the next draft, which Planning Department staff anticipate will appear in a proposed County Council Resolution in June 2020. Final approval of the Greenbelt NCO Zone development standards is anticipated in early November 2020.

All references to the “Zoning Ordinance” below are references to the adopted Zoning Ordinance, not the current ordinance.

Goals

As expressed in the neighborhood study, the Greenbelt NCO Zone is intended to

1. Preserve the development characteristics of the New Deal community, including the superblock concept, garden city character, walkability, internal green spaces, sustainable development practices, and the “green belt.”
2. Restrict the residential density allowed by the new zones of the Zoning Ordinance so that new development does not overwhelm or negatively impact the character of the community.
3. Clarify the applicability of development standards for properties that were never subdivided.
4. Ensure new buildings and structures and additions to existing dwellings, accessory structures, and nonresidential buildings are appropriate in size and scale with existing buildings.
5. Minimize impacts to or restrictions on existing and appropriate future nonresidential uses to ensure they have every opportunity to continue to serve the community. Language suggested by our attorney.
6. Minimize the provision of new parking spaces to limit expansion of impervious surfaces and preserve open space.

General Provisions

1. The boundaries of the Greenbelt NCO Zone are identified on the Official Zoning Map.
2. Pursuant to Section 27-4403(a)(4)(C) of the Zoning Ordinance, in the case of conflicts with any standards of the Zoning Ordinance, the Greenbelt NCO Zone development standards shall control.
3. As stated by Section 27-4403(a)(4)(B), no permit for any new construction or expansion of an existing structure resulting in an increase in the gross square footage of the building of 15 percent

or more may be issued until the Planning Director determines that the proposal complies with all development standards (as may be applicable to the proposed development) established below.
Does this apply to the unit or to the entire building? Does it apply to the original structure, or to the structure as it currently exists?

4. Alterations or modifications made to previously constructed dwelling unit additions that existed as of the effective date of the Zoning Ordinance that do not further expand the gross square footage shall be exempt from these development standards except that any such alteration or modification shall maintain the roof line of the existing structure.

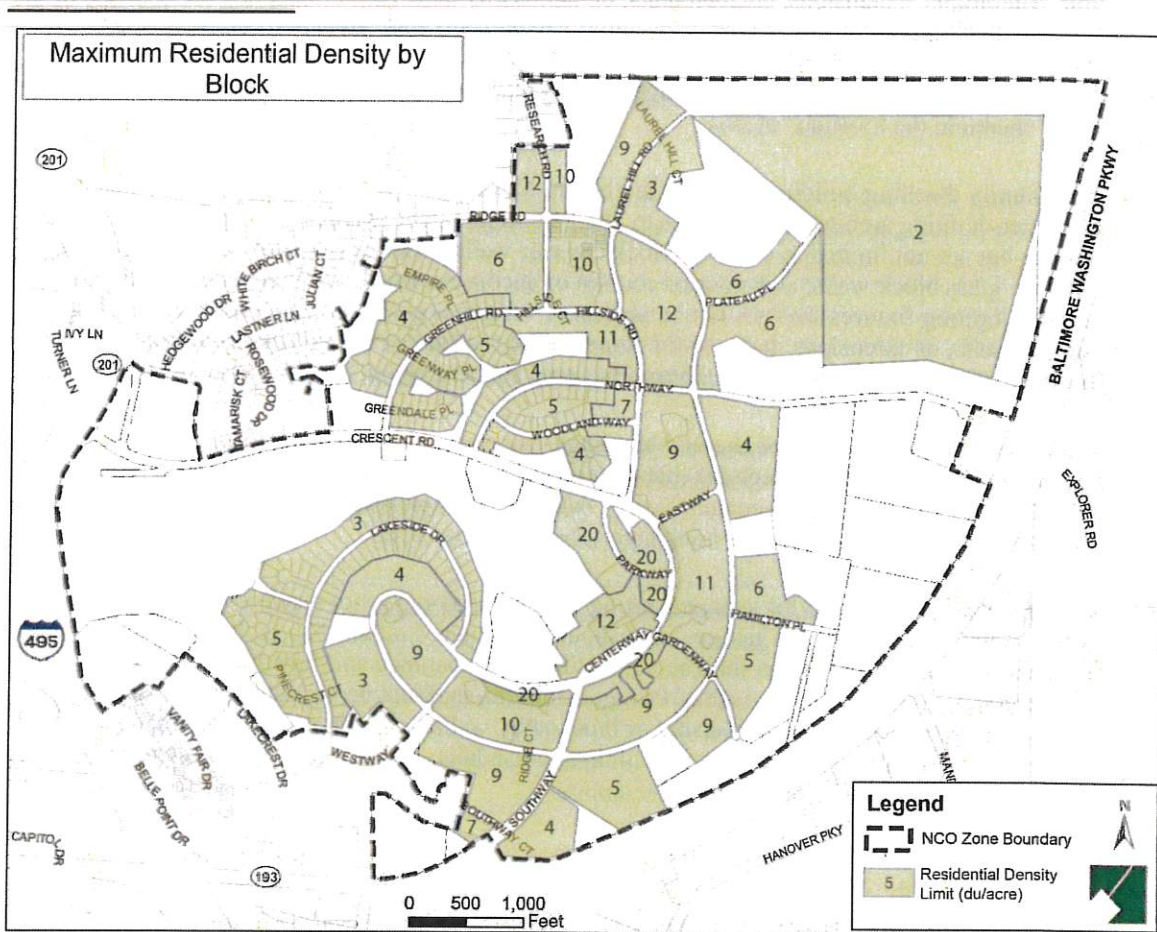
Development Standards

All development within the Greenbelt NCO Zone shall demonstrate compliance with the following development standards (as may be applicable):

Density

1. ~~The overall density of the entire Greenbelt NCO Zone shall not exceed eight dwelling units per gross acre.~~ The next item establishes density per residential block; this item should be removed to avoid confusion and ensure that it is the residential block densities that apply; City planning staff agrees it should be removed.
2. The maximum dwelling unit density for each property or assemblage of properties that is the subject of a development application within the Greenbelt NCO Zone shall not exceed the density shown in Figure 1: Greenbelt NCO Zone Maximum Density for Residential Blocks. Where a maximum density is not shown, the maximum density shall not exceed the maximum density permitted by the underlying zone. *A density of 12 has been added for the Roosevelt Center. Does the Board think this is appropriate, or should it be another number?* There are errors in the mapping of the upper right corner between Laurel Hill Road and Plateau Place; we should ensure that these are corrected.

Figure 1: Greenbelt NCO Zone Maximum Density for Residential Blocks.



2

Dimensional and Intensity Standards

Single-family and attached dwellings (other than multifamily dwellings) and any alterations, expansions, enlargements, or extensions thereto located within the Greenbelt NCOZ shall not be subject to the individual lot dimensional and intensity standards as set forth in Part 27-4: Zones and Zone Regulations for the zone in which they are located. **Needs to be added to cover all of our homes.**

Multiple Principal Dwellings on Same Lot or Parcel

Notwithstanding Section 27-5101(b)(2), multiple single-family detached, townhouse, two-family, three-family, artists' residential studios, and/or live-work dwellings may be permitted on any lot or parcel in the RSF-A base zone within the Greenbelt NCOZ. This provision shall not be interpreted to permit accessory dwelling units and shall only apply to multiple principal dwellings on the same lot or parcel.

Alterations, Expansions, Enlargements, or Extensions

1. Additions or expansions to existing single-family detached, townhouse, two-family, or three-family residential dwelling units shall not exceed a cumulative sum of ~~40~~ 100 percent of the gross floor area of the original dwelling unit as it existed when construction was initially complete. No alteration, expansion, enlargement, or extension shall exceed the height of the existing dwelling

unit. Alterations, expansions, enlargements, or extensions ~~shall~~ *should* maintain the roofline of the existing dwelling unit. Current GHI rules allow 100 percent; City Advisory Planning Board (APB) has recommended 60 percent; it was suggested that some photographs could strengthen our position of 100 percent; “should” suggested by our attorney; some remaining concern about what “maintain the roofline” means.

2. Multifamily dwelling buildings constructed before November 29, 1949, ~~shall~~ *should* retain their character-defining architectural features to the maximum extent practicable. Such features may include but are not limited to concrete block exterior walls, casement windows, flat roofs, open porches, glass block walls, and exterior courses of decorative brick. Original exterior doors and exterior lighting fixtures ~~shall~~ *should* be preserved wherever possible. Alterations, expansions, enlargements, or extensions ~~shall~~ *should* maintain the roofline of the existing multifamily building. “Should” suggested by our attorney; same concern about “maintain the roofline”.
3. Additions or expansions to commercial buildings ~~constructed before November 29, 1949,~~ shall reflect the massing and architectural character of existing commercial structures located in Roosevelt Center *and the immediate vicinity*. Alterations, expansions, enlargements, or extensions shall not exceed 40 feet in height. *Language adopted by the APB.*
4. Garages may only be used for vehicle parking or general storage (not residential or any other uses). When present, original garage doors should be repaired rather than replaced. If replacement is necessary, new garage doors shall be compatible in appearance and function with original garage doors *to the extent practicable*. Garage additions shall not be permitted, nor shall garage doors or garage openings be sealed shut or blocked by walls or similar structures. *Change suggested by our attorney. Is there a way to distinguish between our rental garages and those attached to homes which convey with the homes?*

New Development

1. New dwellings in the Household Living Uses or Group Living Uses use categories in the RSF-A, RMF-20, and CGO zones shall be designed to maintain the general form and massing of the existing dwellings in these zones. High-quality, durable exterior materials shall be used.
2. New dwellings shall not exceed 50 feet in height for multifamily dwellings or 40 feet in height for any other dwelling. *What are the heights of existing buildings? We should advocate for the same in new construction. APB lowered 50 to 45.*
3. New commercial or mixed-use buildings shall not exceed 40 feet in height. *What are the heights of existing buildings? We should advocate for the same in new construction.*

Block Design

1. Section 27-6206(k)(1), Block Length, shall not apply. Instead, block length shall be at least 400 feet on a side.
2. Notwithstanding Section 27-6206(k)(3), any new development in the RSF-A Zone shall provide sidewalks or multi-use paths through the block regardless of block face length.

Parking

1. The minimum number of off-street parking spaces required for any new development in the Household Living Uses Principal Use Category shall be 1.5 spaces per dwelling unit.
2. Pervious or semi-pervious parking lot surfacing shall be required for any new required or proposed surface parking spaces to the maximum extent practicable. Any pervious or semi-pervious surfacing shall be certified by a licensed civil engineer as capable of accommodating anticipated traffic loading stresses and maintenance impacts. Where possible, such materials should be used in areas proximate to and in combination with on-site stormwater control devices.

Accessory Structures

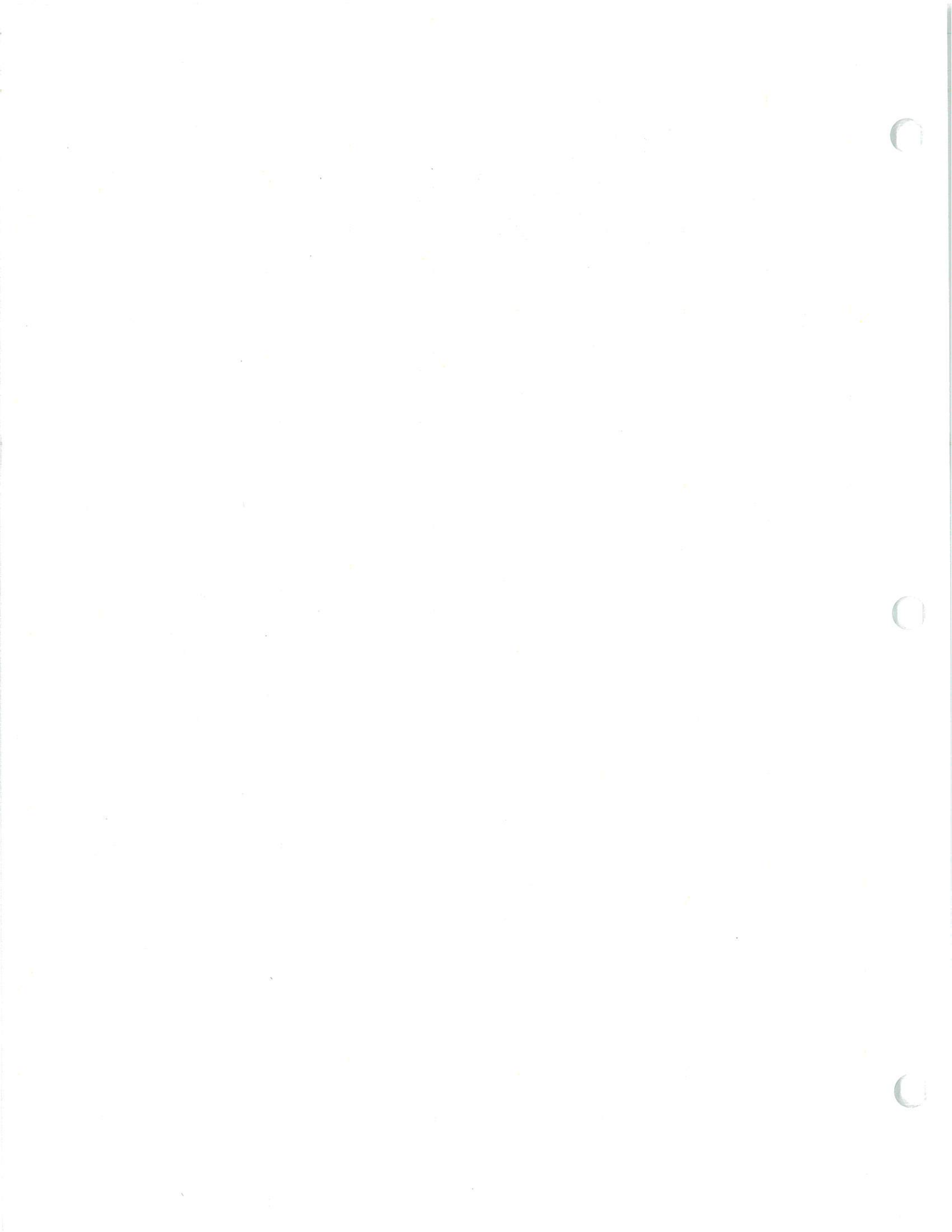
Residential accessory structures including but not limited to sheds, fences, and porches shall be permitted. ~~For accessory structures located within the RSF-A Zone, the applicant shall demonstrate that accessory structures are associated with and located within the service side of the associated dwelling, if applicable.~~ We wish to remove this sentence, but is there some reason that a sentence like it is necessary? If so, we suggest: For accessory structures located within the RSF-A Zone, such structures should generally be located on the garden side or end of residential units, but they may be located on the service side if facts or circumstances are presented by the applicant to justify this location. Nonresidential accessory structures may be permitted pursuant to the regulations of the Zoning Ordinance. Replacement sentence suggested by our attorney.

Uses

Should there be additional provisions addressing current and possible future non-residential uses? We will ask our attorney to address this issue.

Design Review Committee

A proposal suggested by our attorney which did not seem to have support among those present at the Work Session.



Greenbelt Neighborhood Conservation Overlay Zone Development Standards

Discussion Draft – March 2020

Purpose

The Greenbelt Neighborhood Conservation Overlay (NCO) Zone is established and intended to protect and preserve unique development features and the character of the historic New Deal community of Greenbelt. As required by the adopted Zoning Ordinance (CB-13-2018 DR-2, adopted by the County Council on October 23, 2018), a neighborhood study has been prepared. That study identified goals for the NCO Zone and informs the development standards proposed in this document.

This document is a discussion draft of potential development standards for the Greenbelt NCO Zone and is provided for stakeholder review and comment. Community input will inform the next draft, which Planning Department staff anticipate will appear in a proposed County Council Resolution in June 2020. Final approval of the Greenbelt NCO Zone development standards is anticipated in early November 2020.

All references to the “Zoning Ordinance” below are references to the adopted Zoning Ordinance, not the current ordinance.

Goals

As expressed in the neighborhood study, the Greenbelt NCO Zone is intended to

1. Preserve the development characteristics of the New Deal community, including the superbblock concept, garden city character, walkability, internal green spaces, sustainable development practices, and the “green belt.”
2. Restrict the residential density allowed by the new zones of the Zoning Ordinance so that new development does not overwhelm or negatively impact the character of the community.
3. Clarify the applicability of development standards for properties that were never subdivided.
4. Ensure new buildings and structures and additions to existing dwellings, accessory structures, and nonresidential buildings are appropriate in size and scale with existing buildings.
5. Minimize impacts to or restrictions on existing nonresidential uses to ensure they have every opportunity to continue to serve the community.
6. Minimize the provision of new parking spaces to limit expansion of impervious surfaces and preserve open space.

General Provisions

1. The boundaries of the Greenbelt NCO Zone are identified on the Official Zoning Map.
2. Pursuant to Section 27-4403(a)(4)(C) of the Zoning Ordinance, in the case of conflicts with any standards of the Zoning Ordinance, the Greenbelt NCO Zone development standards shall control.
3. As stated by Section 27-4403(a)(4)(B), no permit for any new construction or expansion of an existing structure resulting in an increase in the gross square footage of the building of 15 percent or more may be issued until the Planning Director determines that the proposal complies with all development standards (as may be applicable to the proposed development) established below.
4. Alterations or modifications made to previously constructed dwelling unit additions that existed as of the effective date of the Zoning Ordinance that do not further expand the gross square

footage shall be exempt from these development standards except that any such alteration or modification shall maintain the roof line of the existing structure.

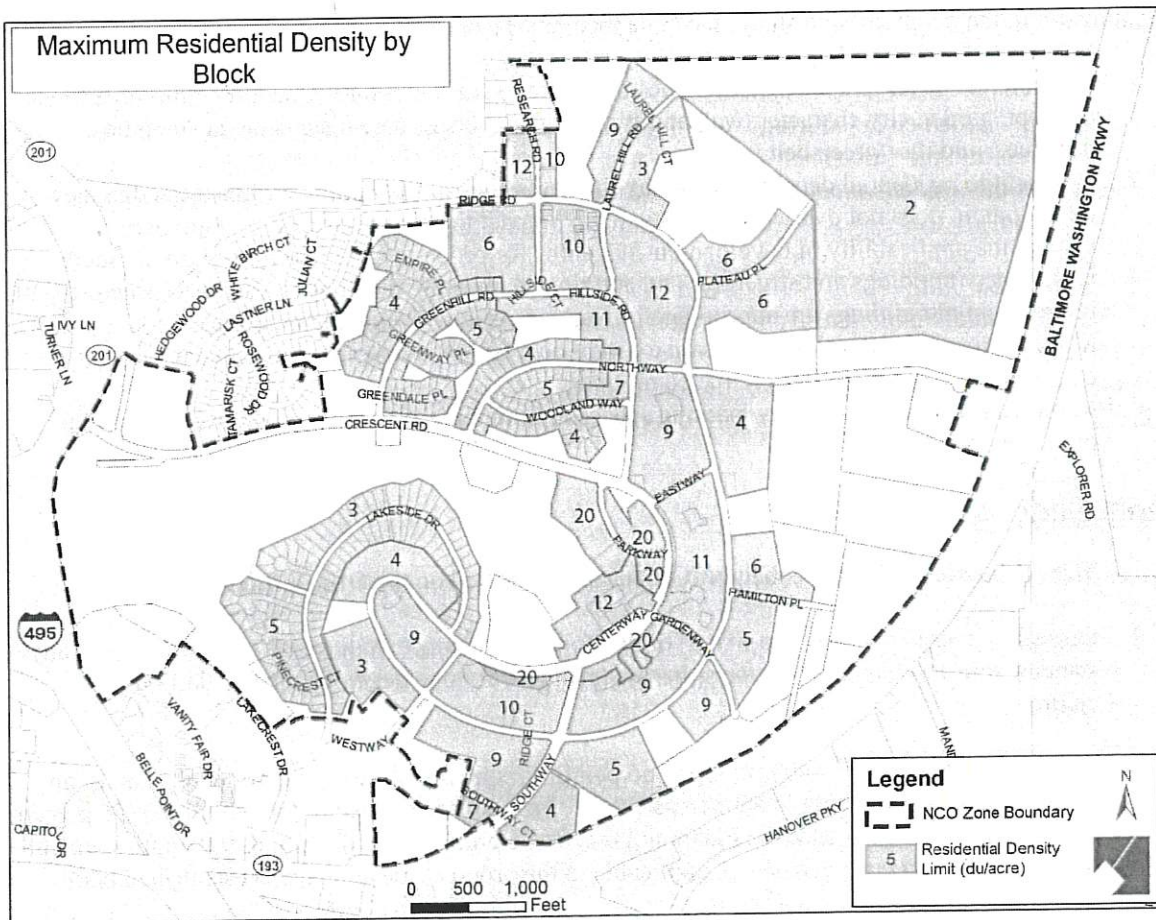
Development Standards

All development within the Greenbelt NCO Zone shall demonstrate compliance with the following development standards (as may be applicable):

Density

1. The overall density of the entire Greenbelt NCO Zone shall not exceed eight dwelling units per gross acre.
2. The maximum dwelling unit density for each property or assemblage of properties that is the subject of a development application within the Greenbelt NCO Zone shall not exceed the density shown in Figure 1: Greenbelt NCO Zone Maximum Density for Residential Blocks. Where a maximum density is not shown, the maximum density shall not exceed the maximum density permitted by the underlying zone.

Figure 1: Greenbelt NCO Zone Maximum Density for Residential Blocks.



Dimensional and Intensity Standards

Attached dwellings (other than multifamily dwellings) and any alterations, expansions, enlargements, or extensions thereto located within the Greenbelt NCOZ shall not be subject to the individual lot dimensional and intensity standards as set forth in Part 27-4: Zones and Zone Regulations for the zone in which they are located.

Multiple Principal Dwellings on Same Lot or Parcel

Notwithstanding Section 27-5101(b)(2), multiple single-family detached, townhouse, two-family, three-family, artists' residential studios, and/or live-work dwellings may be permitted on any lot or parcel in the RSF-A base zone within the Greenbelt NCOZ. This provision shall not be interpreted to permit accessory dwelling units and shall only apply to multiple principal dwellings on the same lot or parcel.

Alterations, Expansions, Enlargements, or Extensions

1. Additions or expansions to existing single-family detached, townhouse, two-family, or three-family residential dwelling units shall not exceed a cumulative sum of 40 percent of the gross floor area of the original dwelling unit as it existed when construction was initially complete. No alteration, expansion, enlargement, or extension shall exceed the height of the existing dwelling unit. Alterations, expansions, enlargements, or extensions shall maintain the roofline of the existing dwelling unit.
2. Multifamily dwelling buildings constructed before November 29, 1949, shall retain their character-defining architectural features to the maximum extent practicable. Such features may include but are not limited to concrete block exterior walls, casement windows, flat roofs, open porches, glass block walls, and exterior courses of decorative brick. Original exterior doors and exterior lighting fixtures shall be preserved wherever possible. Alterations, expansions, enlargements, or extensions shall maintain the roofline of the existing multifamily building.
3. Additions or expansions to commercial buildings constructed before November 29, 1949, shall reflect the massing and architectural character of existing commercial structures located in Roosevelt Center. Alterations, expansions, enlargements, or extensions shall not exceed 40 feet in height.
4. Garages may only be used for vehicle parking or general storage (not residential or any other uses). When present, original garage doors should be repaired rather than replaced. If replacement is necessary, new garage doors shall be compatible in appearance and function with original garage doors. Garage additions shall not be permitted, nor shall garage doors or garage openings be sealed shut or blocked by walls or similar structures.

New Development

1. New dwellings in the Household Living Uses or Group Living Uses use categories in the RSF-A, RMF-20, and CGO zones shall be designed to maintain the general form and massing of the existing dwellings in these zones. High-quality, durable exterior materials shall be used.
2. New dwellings shall not exceed 50 feet in height for multifamily dwellings or 40 feet in height for any other dwelling.

3. New commercial or mixed-use buildings shall not exceed 40 feet in height.

Block Design

1. Section 27-6206(k)(1), Block Length, shall not apply. Instead, block length shall be at least 400 feet on a side.
2. Notwithstanding Section 27-6206(k)(3), any new development in the RSF-A Zone shall provide sidewalks or multi-use paths through the block regardless of block face length.

Parking

1. The minimum number of off-street parking spaces required for any new development in the Household Living Uses Principal Use Category shall be 1.5 spaces per dwelling unit.
2. Pervious or semi-pervious parking lot surfacing shall be required for any new required or proposed surface parking spaces to the maximum extent practicable. Any pervious or semi-pervious surfacing shall be certified by a licensed civil engineer as capable of accommodating anticipated traffic loading stresses and maintenance impacts. Where possible, such materials should be used in areas proximate to and in combination with on-site stormwater control devices.

Accessory Structures

Residential accessory structures including but not limited to sheds, fences, and porches shall be permitted. For accessory structures located within the RSF-A Zone, the applicant shall demonstrate that accessory structures are associated with and located within the service side of the associated dwelling, if applicable. Nonresidential accessory structures may be permitted pursuant to the regulations of the Zoning Ordinance.

Greenbelt

Neighborhood Conservation Overlay Zone

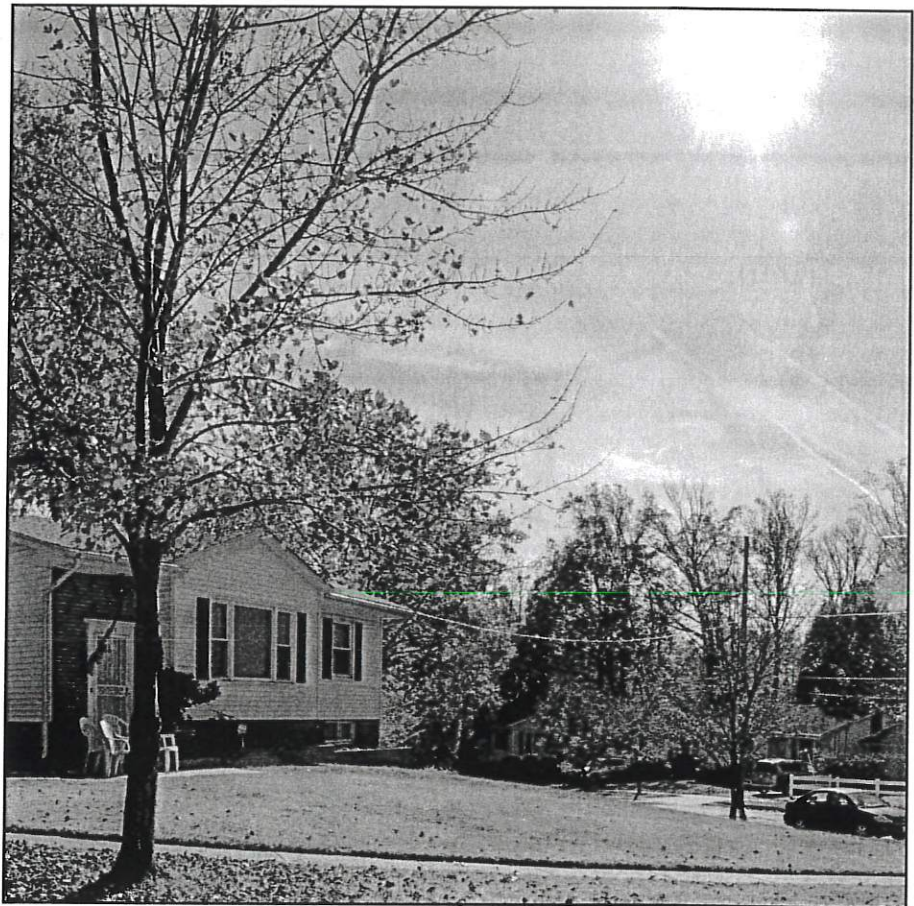
March 2020

PART 1 Planning Background

Summary

The Neighborhood Conservation Overlay (NCO) Zone is a new zoning tool adopted by the County Council sitting as the District Council on October 23, 2018, as part of Prince George's County's new Zoning Ordinance. The NCO Zone is "intended to protect and preserve the unique development features and character of established neighborhoods throughout the County, and to promote new development that is compatible with the existing neighborhood character." This flexible tool builds on the standards for development, redevelopment, and alterations established throughout the County by the new Zoning Ordinance and incorporates revised or new standards designed for individual communities to better build upon and preserve identified unique attributes.

In order to establish an individual NCO Zone, the District Council shall review "a neighborhood study for the neighborhood specifying the development context in the zone." The District Council "may



Homes within the Proposed Neighborhood Conservation Overlay Zone.

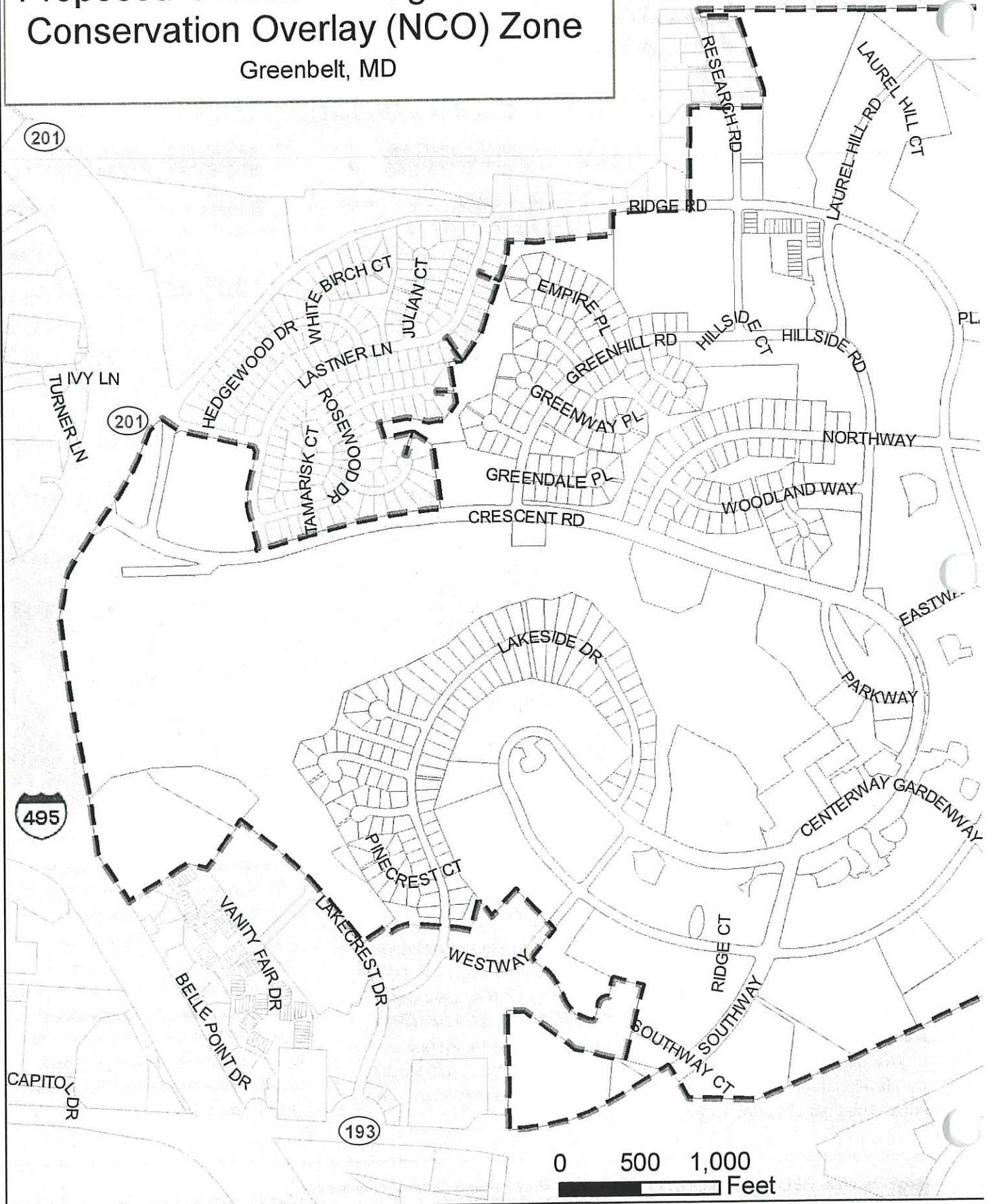
also establish a unique set of development standards applicable to all development" in an NCO Zone.

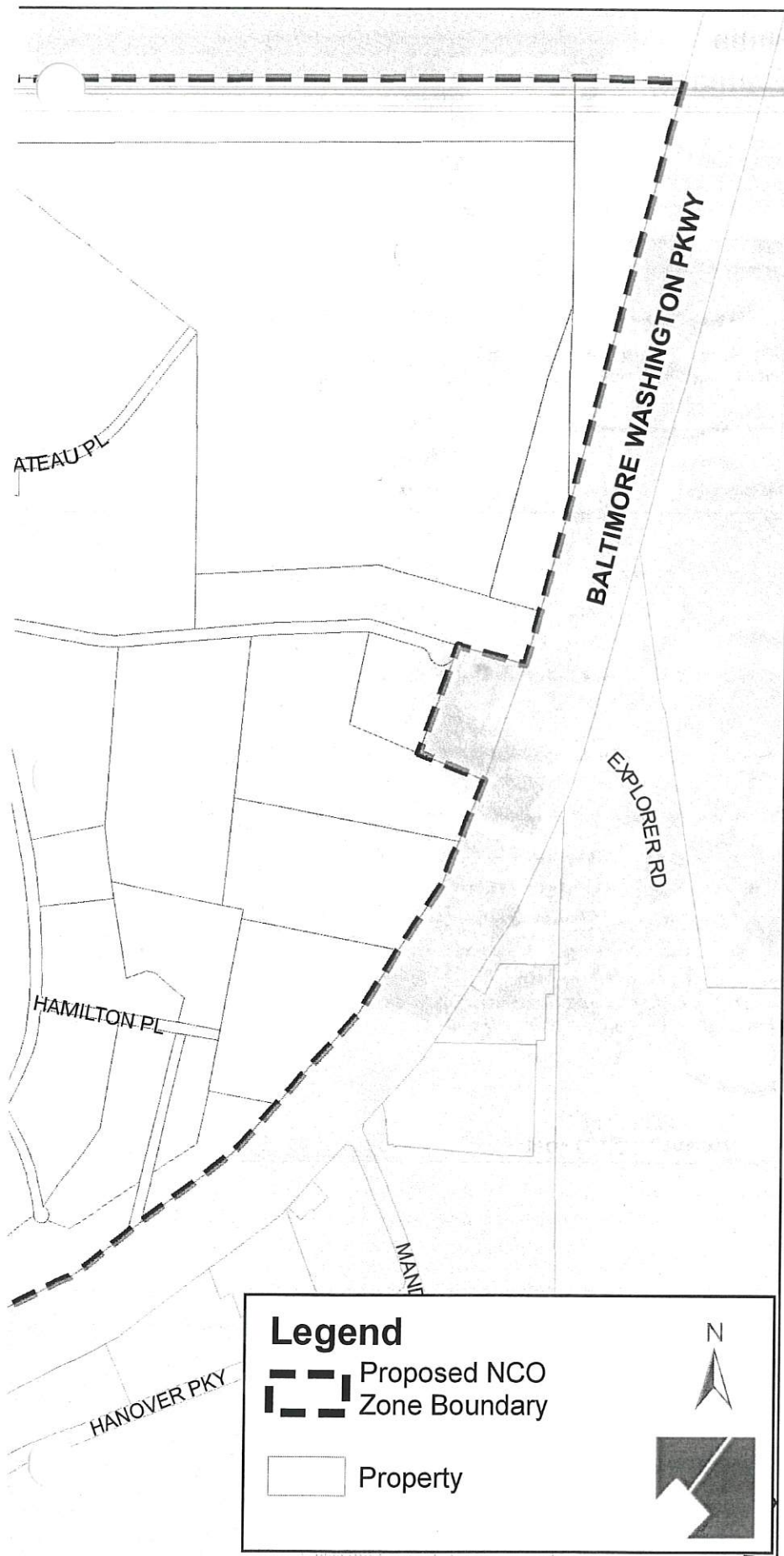
The first two proposed NCO Zones were placed in the Fiscal Year 2020 work program of the Prince George's County Planning Department and focus on single-family residential properties in the City of Mount Rainier and the portion of the City

of Greenbelt currently located in the Residential Planned Community (R-P-C) Zone. Both proposed NCO Zones will be reflected on the proposed County Zoning Map as part of the ongoing Countywide Map Amendment and, if approved, will take effect at the same time as the new zoning map. The zoning map is anticipated to take effect in early November 2020.


Proposed Greenbelt Neighborhood Conservation Overlay (NCO) Zone


Greenbelt, MD







Concurrent with the preparation and approval of the new zoning map, which is an essential step before the new Zoning Ordinance may take effect, the District Council will consider both the required neighborhood study and a formal resolution to establish the two NCO Zones and any associated development standards. This neighborhood study consists of four parts:

- 

The planning background for the proposed Greenbelt NCO Zone.
- 

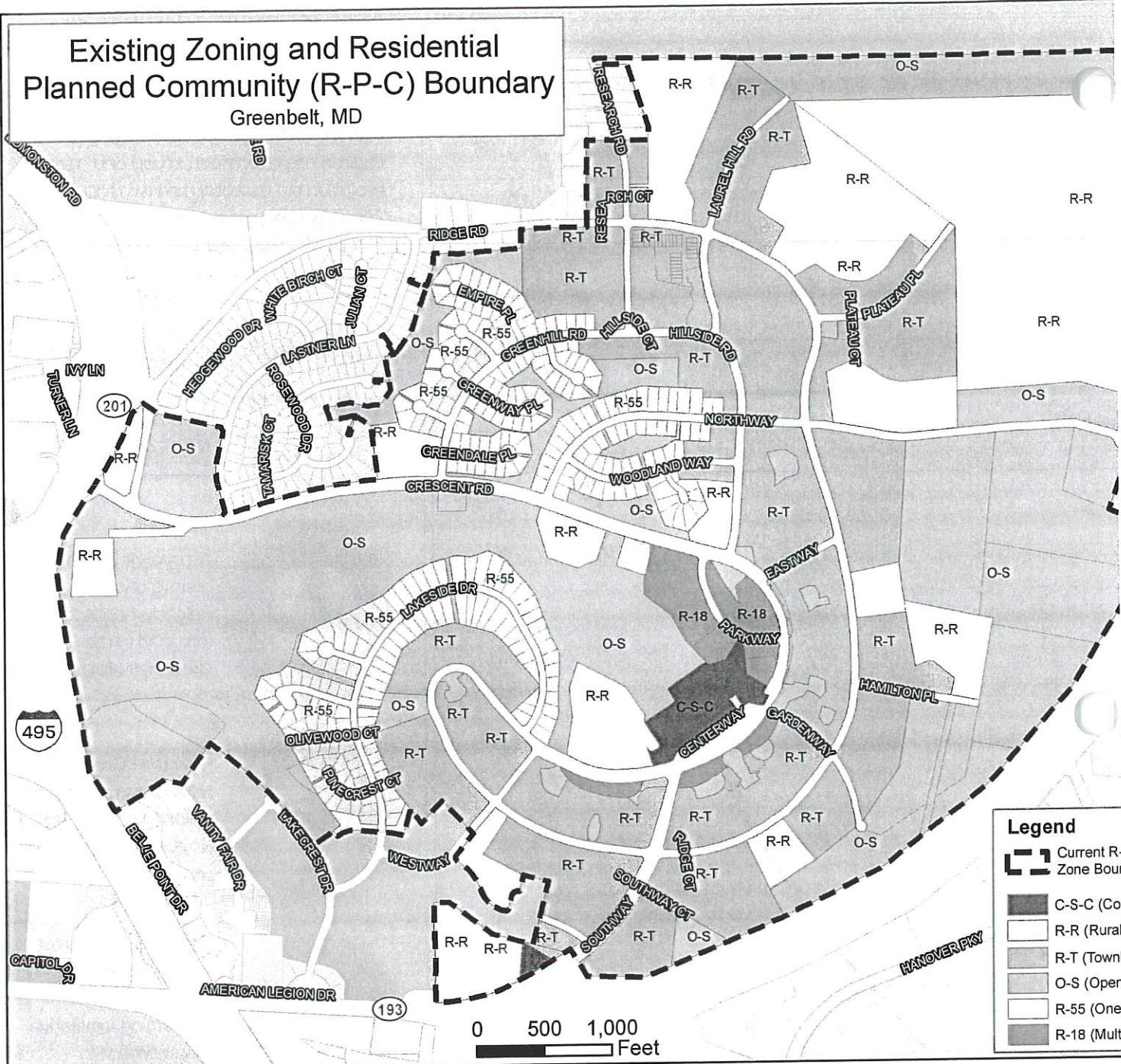
An overview and history of the neighborhoods included in the Greenbelt NCO Zone.
- 

How the Greenbelt NCO Zone meets the minimum standards for establishment of an NCO Zone.
- 

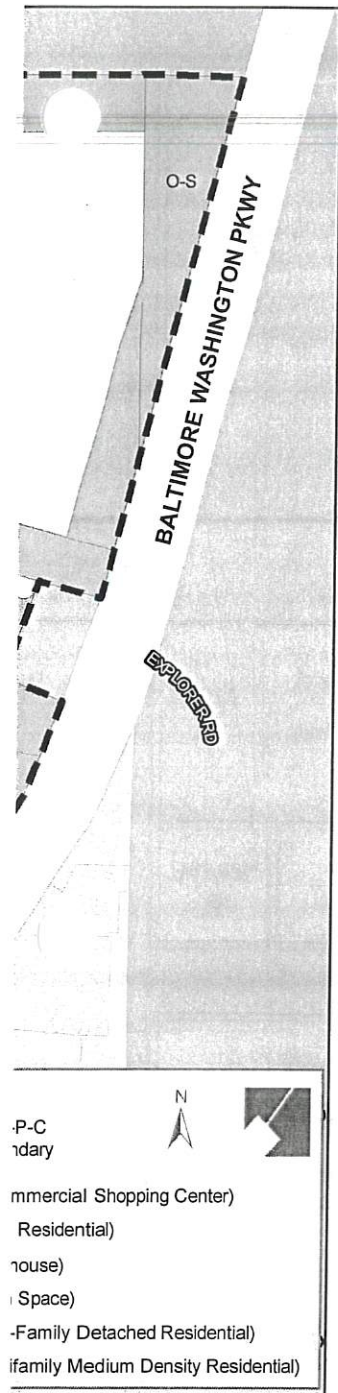
The policy goals for the standards proposed in the upcoming legislative amendment to establish the Greenbelt NCO Zone.

Existing Zoning and Residential Planned Community (R-P-C) Boundary

Greenbelt, MD



The 1989 Approved Master Plan for Langley Park-College Park-Greenbelt and Vicinity and 1990 Adopted Sectional Map Amendment for Planning Areas 65, 66, and 67



The current County master plan for the area to be incorporated in the Greenbelt NCO Zone is the 1989 *Approved Master Plan for Langley Park-College Park-Greenbelt and Vicinity*. This master plan updated and replaced the 1970 master plan and remains the oldest applicable master plan in Prince George's County. The accompanying 1990 Adopted Sectional Map Amendment for Planning Areas 65, 66, and 67 (SMA) established the current Greenbelt R-P-C Zone by more than doubling the size of the R-P-C that existed at the time, culminating in 1,397.68 acres centered on the New Deal green town community embodied by the Greenbelt Homes, Incorporated (GHI) cooperative housing development, several multifamily buildings, Roosevelt Center, and the civic spaces including the recreation fields, Buddy Attick Lake Park, library, youth center, Greenbelt Aquatic and Fitness Center, municipal center, and community center. The expanded R-P-C Zone also included three single-family detached areas; the forest preserve flanking the northern and eastern portions of the community; offices, workspaces, and storage areas used by GHI and members; the defense housing area built by the Farm Security Administration; and other abutting properties. Additional rezonings were made in 1990, including placing the GHI cooperative superblocks into the R-T (Townhouse) Zone. Refer to Part 2 of this study for additional information on these included properties. The R-P-C Zone included much of the Greenbelt National Historic Landmark designated on the National Register of Historic Places.

As part of the approval of the expanded R-P-C Zone, the R-P-C official plan was established as two maps on pages 213 and 214 of the master plan and SMA. The official plan restricts residential density by block and establishes the land use recommendations for the community. The approved land use plan consists primarily of "low urban," "high urban," "park," "private open space," "commercial," and "institutional" land uses

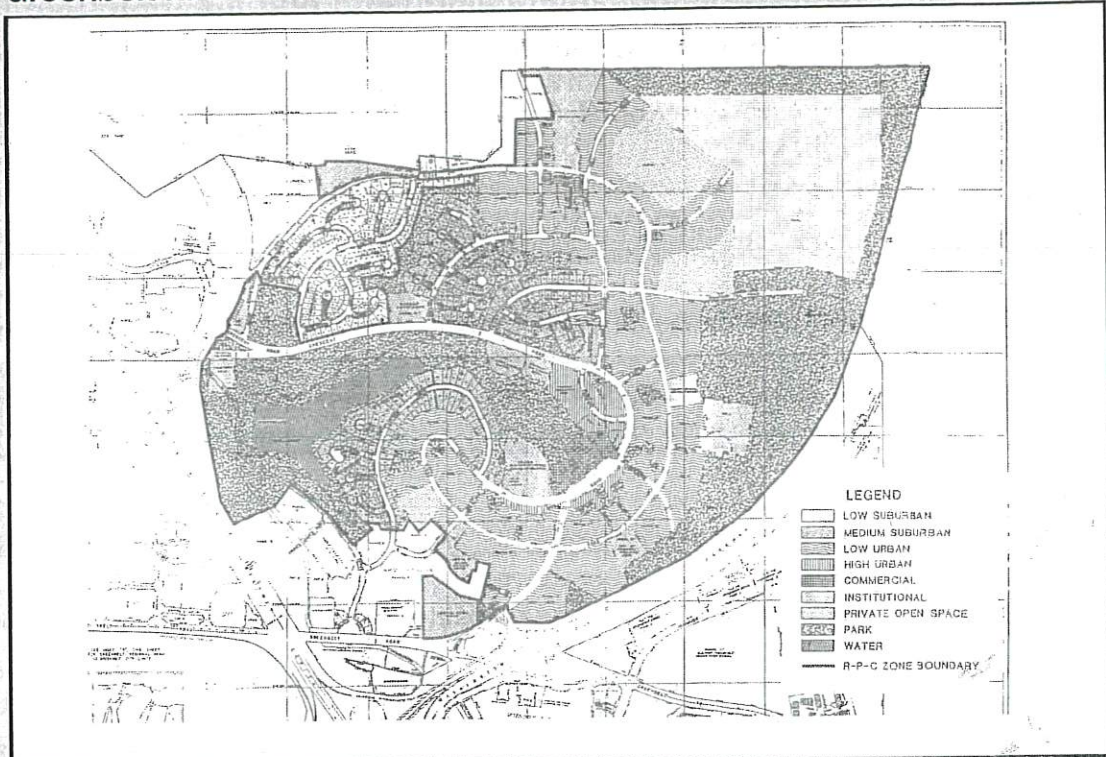
with a large portion of "low suburban" land uses in the northeast quadrant and recognition of the single-family detached areas in the "medium suburban" land use classification. While these land uses are associated with density ranges in the master plan, the density map of the R-P-C official plan supersedes the master plan recommendations and controls the level of density permitted in historic Greenbelt. The commercial category "includes retail, service and office uses" while the institutional category was generally used to identify municipal and County properties along with places of worship and Federal facilities such as the former post office.

The official land use map of the master plan supplements the R-P-C official plan by identifying portions of the forest preserve as "conditional reserve areas," which indicated the presence of unsafe soils and other ground conditions that would make development challenging. Roosevelt Center was also identified as a village activity center; the centers were envisioned as mixed-use, primarily commercial areas that were also appropriate for between 50 and 150 dwelling units. Village activity centers were replaced as a County planning concept with the approval of the 2002 General Plan.

The master plan reflected Roosevelt Center as an area approximately 8.2 acres in size with approximately 53,800 leasable square feet at the time. City of Greenbelt records currently indicate approximately 54,000 square feet of retail area with 6,500 square feet of medical office. The 1989 master plan recommendations for Roosevelt Center were largely brought forward from a 1981 study designed to address challenges such as physical upkeep, litter removal, advertising, and ensuring the central plaza remains pedestrian oriented.

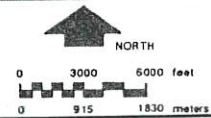
The 1989 open space implementation map recommended all open space and wooded

Greenbelt RPC Official Plan



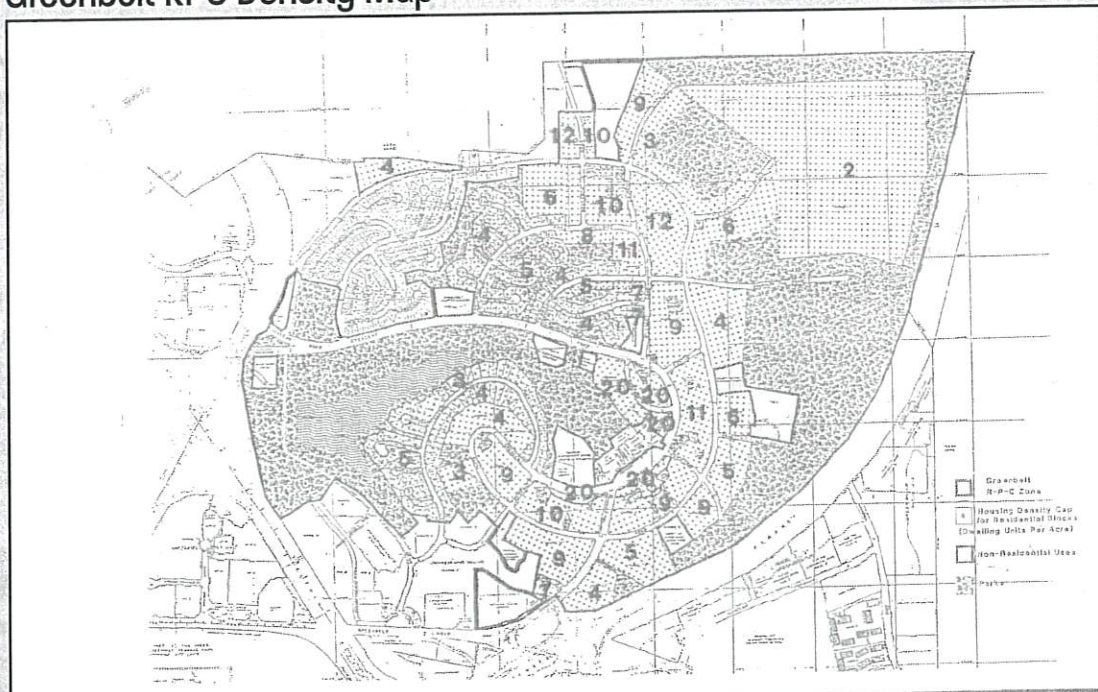
Langley Park -
College Park -
Greenbelt
Master Plan

OFFICIAL PLAN FOR GREENBELT R-P-C ZONE



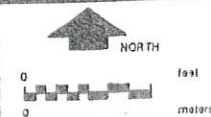
Map No.
16

Greenbelt RPC Density Map



Langley Park -
College Park -
Greenbelt
Master Plan

GREENBELT R-P-C ZONE DENSITY FOR RESIDENTIAL BLOCKS



Map No.
15



Roosevelt Center

areas except a portion of the forest preserve identified as a promontory for park acquisition or dedication and reinforces the presence of unsafe lands for development in the preserve. Greenbelt Lake is identified as a scenic vista and recommendations were incorporated to minimize adverse impacts on the natural environment.

One point of note in the 1989 master plan is a recognition that “a group of citizens” have been seeking County historic designation of the 1937 original green town. This interest remains to this day, although most stakeholders prefer alternative solutions such as the Greenbelt NCO Zone.

Additional Planning Context

Public facilities recommendations have largely been updated by subsequent functional master plans. The recently renovated library, along with the municipal community center, youth center, and municipal building, form the heart of Greenbelt. The community is well served by the municipal police department and the County’s District VI officers based in Beltsville provide backup. The Greenbelt Volunteer Fire Department and Rescue Squad remains planned for relocation as an intermediate priority to a location closer to MD 193 and the Baltimore-Washington Parkway per the 2008 Public Safety Facilities Master Plan. As the Greenbelt NCO study will discuss in further detail, there is strong desire to ensure residential growth is limited; therefore, there are few anticipated impacts on the County’s public schools as a result of the Greenbelt NCO Zone.

The 2009 *Approved Countywide Master Plan of Transportation* updated the 1989 master plan’s transportation recommendations and is the current master plan for roadways, trails, and transit. There are no master plan roadways in the proposed Greenbelt NCO Zone. Planned shared-use road trails are indicated on Crescent Road, Ridge Road, Greenhill Road, Hillside Road, Northway Road, and Southway. Existing hard surface trails surround Greenbelt Lake, connect to Lakecrest Drive and the athletic fields, and form a partial network through other open spaces in the historic core, supplemented by the robust off-street trail network present in the

original superblocks and underpasses of the green town. A planned hard surface trail is indicated along most of the Baltimore-Washington Parkway with a link to the Greenbelt NCO area. Finally, the community is well-served by bus transit with TheBus Route 11 providing weekday service and WMATA Metrobus routes G12 and G14 providing daily, evening, and weekend service between the Greenbelt and New Carrollton Metro Stations.

The R-P-C Zone has proven ineffective. While it can and does continue to limit residential density within the Greenbelt R-P-C, there is little else this zone can do that would benefit the community. It is designed to require Detailed Site Plan review and approval for new development—even prior to the issuance of use and occupancy permits but GHI is exempt from this requirement while Roosevelt Center and other residential development are subject to. This creates a substantial inconsistency and severe hardships on property owners of commercial buildings because forcing a new tenant to obtain approval of a Detailed Site Plan, even if all they do is change ownership and run the same or a similar type of business such as the New Deal Café, is a costly, uncertain, and time-consuming requirement.

Additionally, several unique aspects of the original green town community require interpretations or prior zoning text amendments that are sometimes insufficiently documented or are difficult to locate unless one is

intimately familiar with the details of the current ordinance. One such example is a May 2005 interpretation regarding the current requirement for Detailed Site Plans in the R-P-C Zone. This interpretation is intended to reduce the potential burden on property owners of a Detailed Site Plan by stating the R-P-C Official Plan acts as a global, approved Detailed Site Plan for the entire R-P-C area. Any application in this area is treated as a revision rather than a new Detailed Site Plan. Another is a use regulation footnote in a separate part of the Zoning Ordinance from the R-P-C Zone that addresses the situation of the superblocks having never been platted and providing that there are no applicable individual lot standards for the homes contained on the superblocks.



One of the superblocks containing park space within the community.

The opportunity offered by the development of the Greenbelt NCO Zone is that it allows clarity to be brought to these interpretation questions.

The Greenbelt Neighborhood Conservation Overlay Zone

Formal work on the Zoning Ordinance Rewrite project began in January 2014. An evaluation and recommendations report produced by the consultant team led by Clarion Associates and released in December 2014, recommended the elimination of the R-P-C Zone. Planning Department staff began coordination with the City of Greenbelt by the end of March 2015, meeting with the City Council and Advisory Planning Board on March 30 to discuss initial concerns about the repercussions of deleting the R-P-C Zone and potential alternatives for the community.

The first part of the new proposed Zoning Ordinance was released as Module 1: Zones and Use Regulations in October 2015, confirming the elimination of the R-P-C Zone and incorporating the initial recommended language for the NCO Zone as a new type of overlay zone. The City's official response to the proposals of Module 1 was adopted by the City Council in March 2016 and recognizes the ongoing work between County and City planning staff on a potential Greenbelt NCO Zone. The City developed an initial set of goals for the Greenbelt NCO Zone and Clarion Associates offered feedback in September 2016.

Based on initial staff coordination, the City's initial goals, and Clarion Associates' professional expertise, a consultant draft of development standards for the Greenbelt NCO Zone was developed and released for stakeholder review and comment. By early 2017, it was clear from stakeholder feedback this initial draft missed the mark, and the decision was made by the County Council not to include the Greenbelt NCO Zone (or the

Mount Rainier NCO Zone, which was also in draft form at that time) in the September 2017 Comprehensive Review Draft, a complete second draft of the proposed Zoning Ordinance.

Subsequent to the decision not to release draft standards in the Comprehensive Review Draft, and reflecting documented requests from the City of Greenbelt and GHI in 2017, the County Council indicated its intent to continue work on the NCO Zones in the expectation that these zones may be approved with, or added soon after, the approval of the new Zoning Ordinance. The two proposed NCO zones were added to the Planning Department's work program.

In 2018 a legislative draft of the proposed Zoning Ordinance was presented as Council Bill CB-13-2018. After extensive public review and comment, the new Zoning Ordinance, Subdivision Regulations, and Landscape Manual were adopted on October 23, 2018, with a delayed effective date to allow for the rezoning of the County to the new zones through the ongoing Countywide Map Amendment. With the approval of the new Zoning Ordinance, the County Council clarified its intent and expectation to ensure the Greenbelt and Mount Rainier NCO Zones would be ready for public review and potential approval concurrent with the effective date of the new ordinance.

In late 2018/early 2019 GHI developed its own proposed NCO development standards and released the proposal for review and comment by the membership. As with the Clarion Associates draft, the GHI draft proved

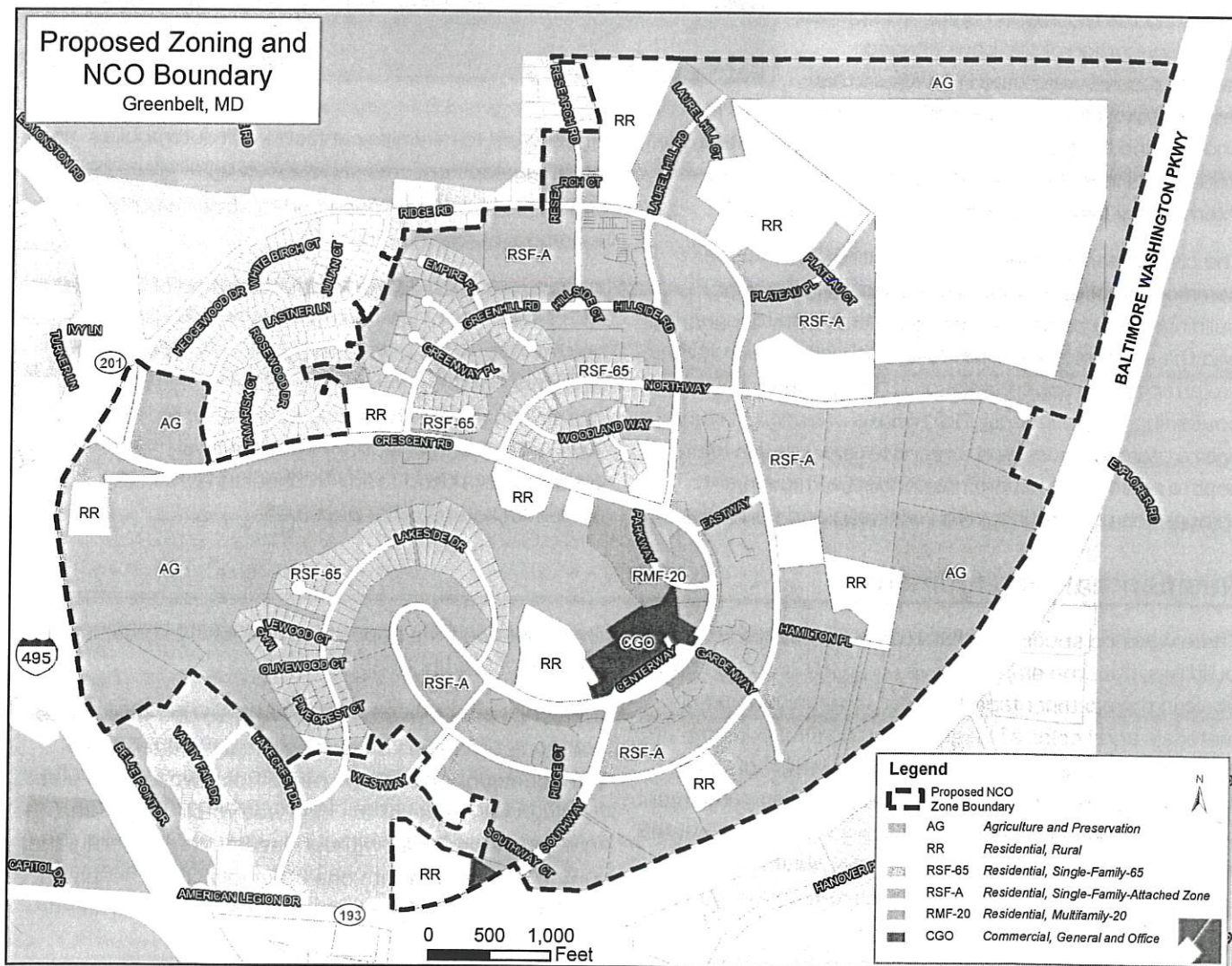
controversial among stakeholders; unlike the Clarion Associates draft, however, the GHI draft obtained the support of the GHI Board of Directors. In late 2019, the Prince George's County Planning Department met with the City Council, community stakeholders, and the Roosevelt Center Merchants' Association, and in January 2020 met with the GHI Board of Directors. The goal of these meetings was to review the zoning background, discuss the purposes and development of the NCO Zone, and solicit broad community support for the key goals for the Greenbelt NCO Zone.

One final item of importance pertains to State law, specifically Title 5. Special Types of Corporations of the Corporations and Associations Article. Subtitle 6B. Maryland Cooperative Housing Corporation Act, § 5-6B-32(a)(b) states in part that "A law, ordinance, or regulation concerning building codes or zoning may not establish any requirement or standard governing the use, location, placement, or construction of any land and improvements which comprise a cooperative

project, unless the requirement or standard is uniformly applicable to all land and improvements of the same kind or character not comprising cooperative projects."

Although the current Zoning Ordinance contains several provisions specifically applicable to cooperative housing projects, these provisions appear to be contrary to the Corporations and Associations Article. While GHI is the largest property owner in the Greenbelt NCO Zone, it is not possible to codify any development standards that treat the GHI properties any differently than other properties in the NCO Zone or in the rest of the County. As such, the proposed NCO standards will not include any regulations or proposals specific to GHI; any such standards which may have been contained in the prior proposals by Clarion Associates and GHI will not be incorporated.

This neighborhood study and the proposed Greenbelt NCO Zone development standards will be the direct result of community collaboration over a period of several years and will directly reinforce the goals supported by the Greenbelt community.

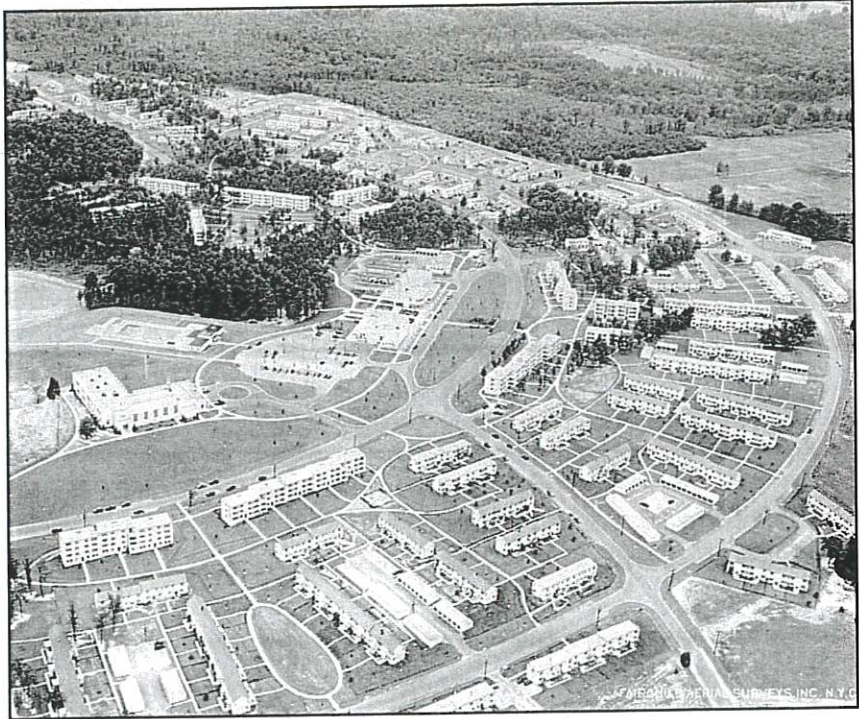


Overview of the Neighborhood*

Historic Greenbelt

Greenbelt is one of three “green towns” founded by the United States government under the New Deal as an attempt to solve social, economic, and housing problems confronting the nation. Constructed on garden city principles, the builders of Greenbelt took advantage of the natural topography in the form of a crescent-shaped plateau or “green belt,” to site the town. Houses were planned on the ridges around the commercial center, where stores, the post office, and community building/school were located. A series of three-story apartment buildings formed an inner circle around the commercial center. Athletic fields and the recreation center were placed in the low portion of the bowl-shaped terrain. Houses were sited in a way so that residents would have to interact with one another and to foster a sense of community. Architectural influences include the Art Deco style, as well as the International and Streamline Moderne styles.

The character-defining features of Greenbelt include common spaces, community spaces, the siting of buildings and courts according to the natural topography, and the architecture of the residential units. The buildings are arranged on superblocks of 10 to 18 acres in size, containing approximately 120 houses arranged in clusters with a “garden” side and a “service” side. Roads were kept to a minimum to promote pedestrian movement through the community, with walkways and underpasses



constructed to minimize conflicts with automobiles. The entire development was surrounded by a “green belt” to provide recreational space and to act as a buffer from incompatible development.

Techniques such as the Radburn method of the use of culs-de-sac or service courts were used to face the dwelling units toward the garden side comprising an interior park or green space. The service side of the buildings face the service courts, where trash was collected, and laundry could be hung. Pedestrian footpaths are used to link the housing within the superblocks and other park areas.

Residential Development

There was no specific architectural style adopted for the buildings, but the emphasis was on good proportion and scale in the exterior facades with a harmonious use of materials and color, all in relation to the site groupings. The brick-clad buildings were constructed with gable slate roofs, unadorned wall surfaces and steel-sash casement windows. The concrete block buildings were constructed in the International style with flat roofs, white walls, and the lack of ornamentation. Brick rustication was

used between the upper-floor windows to break up the massing of the buildings.

Most units are two stories tall, with 16 one-story units located at the ends of rows, originally referred to as “honeymoon” units. Rows range from two to eight units in length. Because of the high watertable in the area, the units were designed without basements. Originally, the units were heated with one boiler in a single basement under one unit only or in an attached boiler room at one

*Some partial excerpts in this section taken from the National Historic Landmark Nomination for Greenbelt, Maryland, Historic District (https://npgallery.nps.gov/NRHP/GetAsset/NHLS/80004331_text).



Left page: 1937; This page: Original homes (top), Original apartments (bottom).

end of a row. All foundations and first-floor beams and slabs are made of reinforced concrete. A total of 44.6 percent of the original units are concrete or cinder block wall construction with poured-in-place beam and slab floors and flat roofs, covered with built-up roofing and constructed entirely by unskilled laborers. A total of 51.6 percent are balloon frame with pitched roofs covered in slate and brick veneered walls. A total of 3.8 percent are balloon frame with pitched roofs covered in slate and cement asbestos shingle walls.

The architects grouped the flat and pitched-roof dwellings to achieve appealing vistas and aesthetic variation. Group housing units were planned in pairs to economize on plumbing. In most instances, units were designed with their long axis parallel to the service court to take advantage of light, ventilation, and ease of circulation. The orientation also allowed for wider plots for each individual unit, and in most cases, stairs in a central location.

The 12 multifamily buildings around the commercial center in the original planned community were designed with complete floor plans, rather than assembled in modular units like the group houses. Each building contains 18 to 48 units. Basements were used for tenant storage, laundry, and as a play space for children. The buildings are constructed of 12-inch-thick cinder block wall with reinforced concrete slab floors and roofs.

They are three stories tall and are staggered like the group housing units for visual interest and to adapt to the topography. Unlike the group houses, the primary façades of the multifamily houses face the street. Entrances on the street frontages feature glass block treatment framing the doors and highlighting the stair halls for the full three stories. The garden side entrances are simpler with no decorative elements. The apartment buildings feature brick rustication between the windows for decoration. The multifamily apartment buildings more closely resemble the Bauhaus style of architecture.

RESETTLEMENT AUTHORITY PREFABRICATED UNITS

Five prefabricated units were constructed by the Resettlement Authority on Woodland Way to demonstrate economical construction. These structures are one story in height with a sloping roof and two bedrooms. They are lightweight construction comprising plywood walls set on a masonry foundation and were sited carefully to take advantage of topography and wind conditions.

PARKBELT HOMES

The Parkbelt Homes consist of 10 houses located on Forestway and are the only privately constructed buildings sanctioned by the federal government as part of early plans to expand Greenbelt. These streamlined houses were built by General Houses of Chicago, a pioneer in the field of prefabricated housing. The Parkbelt Homes were originally one-story, flat-roofed structures with a copper-bearing steel frame bolted to a concrete foundation. The walls and roofs are made of factory-made insulated panels that were shipped to the site and assembled. Most of these structures have been modified by the addition of newer siding, pitched roofs and replacement windows. The 10 Parkbelt homes were constructed on 0.13 to 0.38-acre lots arranged around a cul-de-sac. Houses range from one to two stories in height. Green space surrounds the outer edge of the development to provide a park-like setting.

DEFENSE HOUSING

From 1941 to 1942, 1,000 units of defense housing were constructed by the Farm Security Administration. These units were placed in areas originally designated for Resettlement Authority housing that was never built. Siting of these buildings is similar to the original units but does not employ the same garden city principles as the original structures. The orientation of the defense housing is directly on the service courts, which are shorter and squatter, as opposed to being separated from it by garages or hedges. Service yards are shallower than the

original units, there are no garages, and there is a lack of topsoil and footpaths on the garden sides. There are no underpasses under Ridge Road to protect pedestrians from vehicle traffic. These courts lacked trees, hedges, and interior gardens and are generally poorly graded.

The defense houses are two-story frame buildings set on masonry foundations. Floor plans are more compact and differ from the original units. In addition to two-story town houses, the defense homes also feature some flats stacked one on top of the other. Entrance is by side porches at the ends of the units. Other second-floor flats are accessed via a central, first-floor door that leads to a common stair.

The Town Common

The original town common comprised two commercial buildings, an elementary school/community building, a combination police station/fire department and automobile repair shop, a gasoline filling station, and one set of closed garages. All buildings were heated by a central heating plant located in the basement of the theater.

COMMUNITY BUILDING

The Community Building/Elementary School is the heart of the original town and is a superb work of Art Deco architecture. The building is two stories tall, with a flat roof and concrete frame covered in brick veneer. The building's rigid concrete frame is strengthened by protruding buttresses, which are fluted to stress the verticality of the Deco style. The buttresses also provide for unobstructed interior space. At the base of each bay on the exterior of the building between the buttresses, and on the entry above the principal door is a carved limestone bas-relief panel representing part of the preamble of the Constitution and reflect the democratic ideals of the Greenbelt community. The panels were sculpted by Lenore Thomas, who was working for the Special Skills Division of the Resettlement Authority at the time, with the assistance of Tony Lucasini. The panels are executed in the Art Deco style associated with federal art of the late 1930s. A wing was added behind the north wing in 1947. Another addition housing an adult care center is located to the rear of the main block on the north side.

COMMERCIAL BUILDINGS

The original pair of commercial buildings are located on Centerway and originally housed a movie theater, drug store, barber shop, shoe repair, valet, and a bus

GARAGES

Resettlement Authority planners originally intended to provide garages for all dwelling units. However, only 50 percent of them were built due to lack of funding. As a result, paved parking areas were provided in the service court areas. A total of 275 garage units are arranged in compounds adjacent to service courts and 100 are attached to housing units where service courts are too far distant. The garages are flat-roofed concrete block structures set upon poured concrete foundations. In 1937, only the garages attached to buildings contained overhead doors, while those within the service courts were left open. However, those buildings were designed so that they could be easily fitted with doors, and today, all garages feature wooden panel overhead doors.

station. Offices for the town government and cooperative endeavors were located on the second floors. The buildings are constructed of concrete block with a brick veneer and have the low modern lines of the Streamlined Moderne style, consisting of horizontal compositions, curved walls, flat roofs, and banded corner windows. Construction of the theater included buttressed walls, like the community center. The commercial shopping center is a noteworthy example of an integrated neighborhood shopping center because of its siting within the larger community and its emphasis on the pedestrian experience, separating walkers and cars. The 100-foot-wide pedestrian mall was meant to provide social and cultural interaction as much as to provide access to the commercial space. Access to the commercial area is provided by a secondary road off the main arterial with most of the parking concentrated in the rear of the shops. The "Mother and Child" statue, also sculpted by Lenore Thomas in 1938, serves as the focal point of the shopping court. An addition was placed on the southwest corner of one of the buildings in 1947 for the Town of Greenbelt offices, but ultimately housed a bank.

FIRE STATION/REPAIR GARAGE

This two-part concrete block, brick-veneered structure originally housed the fire and police station at its southwest end and a repair garage at its northeast end. A new fire station was built on Crescent Road in 1961 and this building was adapted to commercial uses. The auto repair facility still operates as that use.

Recreational Facilities

SWIMMING POOL AND BATH HOUSE

The swimming pool and bath house were constructed in 1938, after swimming was banned in the lake. The pool was designed to accommodate 1,000 families. The concrete wall behind the diving board is original. The bathhouse was originally a freestanding building, but is now incorporated into the Aquatic Center, constructed in 1992. Porthole windows are located at the attic level. The original entrance into the bathhouse still contains triple doors but is no longer a working entrance.

MAINTENANCE BUILDINGS

The three buildings to the east of Ridge Road on Hamilton Place were constructed in 1944 for the Public Housing Authority to house maintenance activities for the community. They are long, low brick buildings in a polygonal site plan. The main building serves as the administration building for Greenbelt Homes, Inc. Two buildings set at an angle to the main building serve as repair/maintenance shops.

RECREATION

A 27-acre man-made lake with an earthen dam and concrete spillway was provided for recreational purposes. It is surrounded on three sides by Buddy Attick Park, named in honor of one of Greenbelt's original citizens and first police officers. Braden Field is the heart of the recreational area and is original to the planned community. In 1938, there were four tennis courts and, one year later the three baseball/softball fields and football fields were added. The Youth Center, located between the pool and the fields, is a more recent addition.

WOODLAND AND FARMLAND

The remains of the physical "greenbelt" can be seen in the woodlands that surround the lake and act as a buffer between housing subdivisions at the north. Portions of the greenbelt are also preserved on the eastern side of the town in the Forest Preserve between the townhouses and the Baltimore-Washington Parkway.

PARCELS ADDED AFTER ORIGINAL TOWN BUILT

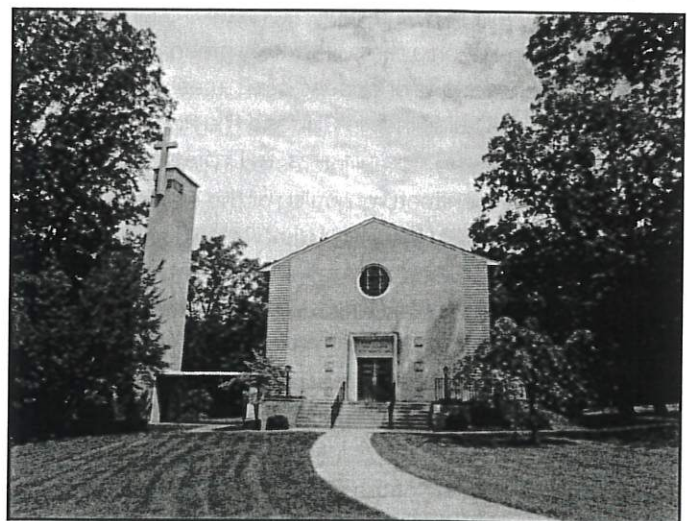
After construction of the original and defense houses by the Federal government, several private subdivisions were platted within the greenbelt. These include Lakeside Blocks A & B (1954); Lakeside First Addition (1956); Woodland Hills Blocks A, B & C (1956); Lakewood, Greenvalley Sections I and II (1956); and Lakecrest

(1962). Like the original Greenbelt town plan, these developments sited single-family houses on individual lots bordering green spaces. The subdivisions took advantage of the natural topography and follow the contours of the natural ridge around which portions of the original town were developed. Houses are sited on cul-de-sacs and are one to two stories in height.



Single-family detached homes added after the original Greenbelt housing.

Religious structures were also later added to the community including the Greenbelt Community Church (1951), Mishkan Torah Jewish Community Center (1955), Mowatt Memorial Methodist Church (1955), and St. Hugh's Catholic Church and School (1963). Other structures include the Greenbelt Plaza Apartments (9, 11, 51, and 53 Crescent Road), the Concession Stand at Greenbelt Lake (1960s), Youth Center (1961), Greenbelt Fire Department (1961), Co-op Supermarket (1962), City of Greenbelt Offices (1964 and 1978), Professional Building (115 Centerway), Public Works Department Building and Open Garage (1969), Greenbelt Public Library (1970), Greenbelt Homes Townhouses (1970), Green Ridge House Nursing Home (1977), Police Station (1990), Greenbelt Elementary School (1992), and Greenbelt Aquatic and Fitness Center (1992).



Places of worship continue to provide important community services.

Minimum Standards for the Approval of a Neighborhood Conservation Overlay Zone

Section 27-4403(a)(3) of the adopted Zoning Ordinance contains the minimum standards for designation of an NCO Zone. An NCO Zone may only be approved by the District Council if the following standards are met:

(A) At least 65 percent of the land area within the proposed NCO Zone, not including street and other rights-of-way, is developed.

The majority of the proposed Greenbelt NCO land area was developed between 1937 and 1970. A small number of parcels, almost all located in the forest preserve to the north and east of the proposed NCO Zone, remain undeveloped. However, these undeveloped parcels are very large in acreage; as a result, Greenbelt does not currently meet this standard as only 484 of the 807 total acres (59.9 percent) of the proposed NCO Zone land area are developed.

As a result of this analysis, staff will recommend the County Council revise the requirement of the adopted Zoning Ordinance from the percentage of land area to the percentage of properties within the proposed NCO Zone. Until and unless such a revision is incorporated, the Greenbelt NCO Zone cannot be approved by the Council as currently proposed.

(B) Development patterns in the NCO Zone demonstrate an effort to maintain or rehabilitate the character (including, but not limited to, the historic character of existing communities) and physical features of existing buildings in the zone.

The City of Greenbelt, GHI, the Roosevelt Center Merchants' Association, Prince George's County Library System, and other key property owners play an active and ongoing role in maintaining the historic character of Greenbelt, one of only three New Deal green towns in America. Renovations of existing structures are subject to architectural guidelines in GHI, and the Roosevelt Center businesses remain interested in preserving the form and architectural quality of the commercial buildings. There are Maryland Historical Trust easements on the original theater and community center, as well as the "Mother and Child" statue anchoring Roosevelt Center. Several of the apartment buildings in the proposed NCO boundary are under recent new ownership with owners expressing interest in context-sensitive improvements that will retain the character and architectural styling of the apartments. Single-family detached owners generally maintain their properties in

good condition and at appropriate size and scale to the original post-war construction patterns of these areas.

The intense interest of the City and community in pursuing the NCO Zone itself is drawn from the deep desire of all stakeholders to maintain the historic character and physical features of Greenbelt.

(C) The development standards proposed to be applied to the zone will encourage the retention of the general character and appearance of existing development in the zone.

Compliance with this standard will be determined through the legislative process when the District Council reviews and approves the proposed development standards in an upcoming draft Council Bill. The standards of the draft bill will be designed to facilitate and encourage retention of the general character and appearance of the existing development.

(D) The area must possess one or more of the following distinctive features that create a cohesive identifiable setting, character, or association:

- (i) Scale, size, type of construction, or distinctive building materials;**
- (ii) Lot layouts, setbacks, street layouts, alleys, or sidewalks;**
- (iii) Special natural or streetscape characteristics, such as creek beds, parks, gardens, or street landscaping; or**
- (iv) Land use patterns, including mixed or unique uses or activities.**

The proposed Greenbelt NCO area is one of the Country's best examples of the Art Deco style integrated into one of only three New Deal green towns in America. It is distinctive in its construction and layout. The superblock design of the original 1937 development is unique in Prince George's County and features a robust pedestrian network well-integrated to the natural environment and inclusive of grade-separated pedestrian underpasses that reduce vehicle-pedestrian conflicts. The overall land use pattern, integration of mixed residential development with commercial, institutional, and recreational uses, and walkable scale of historic Greenbelt make it well-suited for designation as a Neighborhood Conservation Overlay Zone.

Policy Goals for the Greenbelt Neighborhood Conservation Overlay Zone

The goals of the Greenbelt NCO Zone are:

1. Preserve the development characteristics of the New Deal community, including the superbloc concept, garden city character, walkability, internal green spaces, sustainable development practices, and the "green belt."
2. Restrict the residential density allowed by the new zones of the Zoning Ordinance so that new development does not overwhelm or negatively impact the character of the community.
3. Clarify the applicability of development standards for properties that were never subdivided.
4. Ensure new buildings and structures and additions to existing dwellings, accessory structures, and nonresidential buildings are appropriate in size and scale with existing buildings.
5. Minimize impacts to or restrictions on existing nonresidential uses to ensure they have every opportunity to continue to serve the community.
6. Minimize the provision of new parking spaces to limit expansion of impervious surfaces and preserve open space.

GHI Zoning Task Force (ZTF)
Comments on Neighborhood Study
from the Maryland-National Capital Park and Planning Commission
April 27, 2020

Principal Concerns

1. M-NCPPC has interpreted a section of State law (page 9) in a way that may not be to our advantage. Our attorney, Lawrence Taub, wishes to discuss this with M-NCPPC staff once he has been informed of the changes we wish to see in the draft NCOZ standards.
2. M-NCPPC calculation of percentage of developed land does not meet the current requirement for an NCOZ (page 14). We should verify that the calculation is correct, and, if it is, lobby for a change to the zoning law to lower the required percentage so that an NCOZ can be applied.

Other Suggestions

General – more references, with footnotes and a list of sources as appropriate

Page 1 – that the photo be of a part of GHI; that the Summary say more about the historic core and the planned community

Page 7 – a more detailed description of the effort to establish a Historic District, noting that a majority of GHI members voted for the designation after a multi-year effort, but that the City did not act on it

Page 7 – a less subjective description of the R-P-C Zone

Page 8 – add a list of GHI and City letters with dates and topics that have been sent to M-NCPPC and County officials

Pages 10 through 13 – add more information about the social history of the community, including references to Eleanor Roosevelt and Rex Tugwell

Pages 10 through 13 – some ZTF members felt there were factual errors in this section; they agreed to provide more information

RESPONSE TO SPECIFIC ITEMS OUTLINED BY THE BOARD AT THE JUNE 4, 2020
BOARD MEETING

a. Size of the composter, space required and where it should be installed?

- The project would aim to secure a Large Ridan composter
- The maximum throughput is 400 liters/week (approx. vegetable waste from 50 homes)
- The dimensions (meters): 2.5 L x 1.0 W x 1.6 H ~(8ft x 3ft x 5 ft)
- Unit Weight (empty): 70 Kg (~ 154 lbs.)
- The composter does not require electricity or water access
- Installation in any reasonably accessible and out-of-heavy-traffic area on GHI admin building property
 - A feasible location would be behind the gate in two adjacent empty parking spots.
 - The space would include wood chip storage and compost curing – we suggest two enclosed 4’x4’x4’ bins constructed of lumber. (already constructed and available at Public Works). The total space footprint would be equivalent to two adjacent parking spaces.

b. Who will administer the operation of the composter?

- Operation will not require the time or attention of any GHI employees
- The operation of the composter will be administered by a grant funded City of Greenbelt employee along with volunteers during the 2-year pilot project
- GHI’s participation will be managed by member volunteers including logistical support for coordinating raw materials inputs, education on specifications and use of the composter to program participants, and manual labor required to inspect, maintain, and run the composter.

c. Controls for limiting pests and odors.

- In contrast to many home-composting operations, the Ridan Composter uses an in-unit design that prevents pest access, limits odors, and minimizes leaks or material loss. This system is easy to use and is prevalent in many regions.
- Testimonials from school-partners and other organizations demonstrate that this system is safe and lends itself well to interaction with non-experts, including children or other composting ‘beginners’.

d. Frequency of access to the composter that is required to deposit food waste and collect compost.

- One option would be to locate the composter in an area that is unlocked and accessible for drop off by trained volunteers
- A second option is to have a sealed container for project participants to deposit food scraps -this would be located in an easily accessible area, for processing at a later time (during business hours) - likely once or twice a week
- A third option would be to coordinate member drop-offs to days and time slots where member access to the composter is supported.

Additional Reasoning to support this project:

1. No direct expenditures or staff time costs to GHI beyond approving the set up.
2. Divert wood-chip waste stream, which we currently pay to have taken away. We estimate that one large Ridan composter will use 8 cubic yards wood chips per year. If the City of Greenbelt operates 2 other large Ridan composters as planned, the total amount of wood chips needed is 24 cubic yards per year.
3. Improve GHI environmental impact by enabling members who are either unable to or uninterested in maintaining backyard composting to participate in food-waste reduction efforts - thereby further reducing greenhouse gas emissions.
4. Provide finished compost to GHI members at no procurement-cost and potentially provide GHI administration building with compost at no procurement cost.
5. Positive education opportunity for the children and adults both participating in the program, and hearing/seeing the system in action through regular updates.
6. Cool decoration (optional).
7. Strengthening positive relationships with the City of Greenbelt.
8. Enhance community pride.
9. Fight climate change.

GHI Raingarden Maintenance Procedures

The following are procedures necessary for ongoing regular and essential maintenance of GHI raingardens. These procedures form the protocol for semi-annual maintenance of raingardens, as recommended by the GHI Storm Water Management Task Force (SWMTF) and adopted as official maintenance policy by the GHI Maintenance Department.

1. Funding will be designated in each GHI annual operating budget for purchase of the following number of bags of Shredded Hardwood Mulch for each GHI-maintained raingarden:

Spring Application (March):

6-Court Plateau – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
20-Court Ridge – 100 bags of 2 cu. ft. Shredded Hardwood Mulch/year
Ridge and Hamilton – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
City Park #9 – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year

Fall Application (October):

6-Court Plateau – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
20-Court Ridge – 100 bags of 2 cu. ft. Shredded Hardwood Mulch/year
Ridge and Hamilton – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
City Park #9 – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year

A listing of GHI-maintained raingardens will be compiled and updated each year as part of the budget process.

2. An account for mulch purchase will be set up with an appropriate garden supply center (e.g. Home Depot, etc.).
3. The GHI staff liaison to the SWMTF, or other designated GHI staff member, will order and arrange for delivery of the appropriate number of bags of mulch per raingarden from the designated garden supply center to GHI two times each year, in March and October, or until the existing plantings are well established.
4. Following mulch delivery, designated GHI maintenance staff will remove invasive plants and other weeds from each raingarden, and then spread the Shredded Hardwood Mulch. This mulch helps prevent invasive plant/weed growth and retain moisture. It also helps insulate soil to protect roots in cold weather. It has a natural, rich brown color.
5. Maintenance will be guided by the GHI manual, RAIN GARDEN & BAYSCAPE MAINTENANCE, which contains information about rain garden ecology and identification of both native and invasive plants.

6. Assistance with invasive plant and weed removal may be provided, if available, by volunteers under the supervision of designated Woodlands or Greenspace Caretakers approved by the GHI Woodlands Committee.

7. A "Leave the Leaves Policy" will be set as a standard autumn maintenance guideline for raingardens to help insulate plant roots, allow for absorption of added beneficial nutrients from decaying leaves, and provide an extra layer of winter cover for pollinators, other invertebrates, turtles, and amphibians.

Adopted _____
(Date)

GHI Board of Directors

GHI Maintenance Director

Attachment: Example of Annual Budget Request

SWMTF Annual Budget Request – FY2020

Total annual budget request for shredded hardwood mulch for the four raingardens under GHI care: **\$1,322**

Recurring annually with 3% per year cost of inflation increase (unless SWMTF modifies or cancels the request).

Details:

Spring Application (March):

6-Court Plateau – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
20-Court Ridge – 100 bags of 2 cu. ft. Shredded Hardwood Mulch/year
Ridge and Hamilton – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
City Park #9 – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year

All delivered in single delivery to GHI office, exact location TBD.
TOTAL = \$614 + tax (\$36.84) = \$650.84

Fall Application (October):

6-Court Plateau – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
20-Court Ridge – 100 bags of 2 cu. ft. Shredded Hardwood Mulch/year
Ridge and Hamilton – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year
City Park #9 – 25 bags of 2 cu. ft. Shredded Hardwood Mulch/year

All delivered in single delivery to GHI, exact location TBD.
TOTAL = \$614 + 3% cost of inflation (\$18.42) = \$632.42 + tax (\$37.95) = \$670.37

ANNUAL TOTAL (\$650.84 + \$670.37) = \$1,321.21

Source of pricing information (Home Depot website):

<https://www.homedepot.com/s/shredded%2520hardwood%2520mulch?NCNI-5>

The Home Depot
4700 Cherry Hill Rd, College Park
(301) 345-6774

NOTE: Prices quoted above are approximate average costs based on daily price quotes on the Home Depot website for 2 cu. ft. of Shredded Hardwood Mulch. One-day example:

\$3.33/bag, bulk purchase of 52 or more bags, **\$3.00/bag** + tax; delivery \$89, if in stock.
Listed price can be matched in-store.

CITY OF GREENBELT

Item 6j. Attachment #11

25 CRESCENT ROAD, GREENBELT, MD. 20770-1886



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 Property Manager:

With hundreds of thousands of Marylanders out of work because of the COVID-19 pandemic, many families are understandably finding it hard to pay rent. Governor Hogan issued an emergency order that prohibits Maryland courts from ordering the eviction of any tenant who can show that their failure to pay rent was the result of COVID-19. As Maryland reopens, many will lose unemployment payments as they regain the ability to work without actually being able to return to full employment. During this continued State of Emergency and beyond, the City Council urges that you consider the following proposals to ensure an equitable transition for tenants:

1. Charge no interest or late fees until January 2021.
2. Arrange payment plans with your tenants, allowing up to three (3) years to pay fees owed.
3. Freeze rent increases from the start of the COVID-19 emergency until January 2021.
4. Suspend all eviction lawsuits due to late or non-payment of rent for the remainder of 2020.

Thank you for your timely consideration on this urgent matter.

Sincerely,

Handwritten signature of Colin Byrd in black ink.

Colin Byrd, Mayor

Handwritten signature of Emmett V. Jordan in black ink.

Emmett V. Jordan, Mayor Pro Tem

Handwritten signature of Judith F. Davis in black ink.

Judith F. Davis, Member of Council

Handwritten signature of Leta M. Mach in black ink.

Leta M. Mach, Member of Council

Handwritten signature of Silke I. Pope in black ink.

Silke I. Pope, Member of Council

A NATIONAL HISTORIC LANDMARK

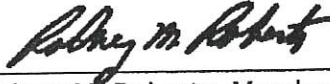
(301) 474-8000 FAX: (301) 441-8248

www.greenbeltmd.gov





Edward V. J. Putens, Member of Council



Rodney M. Roberts, Member of Council

cc: City Council
Nicole Ard, City Manager

2019-2020 Strategic Action Plan

As of 6/11/2020

2-5 Yr. Strategy		GHI 2019-2020 (12 Month) Strategic Action Plan Work Plan: Actions	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective							
A. Buildings & Property	A.1. Complete HIP through 2020	A.1.a	A	X		X	Year 5 is in progress.	Ongoing
		A.1.b	A	X		X	Process improvements have been made.	complete
		A.1.c	A		BLD	X	Survey form was revised	complete
		A.1.d	A	X	BLD & COM	X	E-New updates are provided weekly. HIP help sessions were conducted for the 2020 cohort. Three virtual meetings were held during the week beginning June 1	Ongoing
		A.1.e	A	X		X	All completed except for 4 pilot crawlspaces where abandoned pipe with asbestos debris will be removed during 2020.	In process
		A.1.f	B	X		X	On 12/5/19, the Board accepted a report from staff that summarized HIP activities for 2016 to 2018.	In process
	A.2. Implement sustainable practices	A.2.a	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. The contract has been signed and the contractor is awaiting a permit from Prince George's County before proceeding with the work.	In process
		A.2.b	B	X		X	Investigate the feasibility of installing a solar hot water system for the Parkway Apts.	Not started
	A.3 Maintain & protect buildings & grounds	A.3.a	A	X		X	Inspections were done. Repairs to 10 units in 2019 have been completed. This program will continue in 2020.	In process

2-5 Yr. Strategy		GHI 2019-2020 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective							
		<p>Work Plan: Actions</p> <p>A.3.b Continue Community Beautification Program.</p> <p>A.3.c Negotiations with WSSC re: water pipe replacements for masonry homes.</p>	A	X		X	<p>On Feb 20, the Board decided to forego a formal inspection program in 2020 and to establish a task force to recommend the scope of a future yard and exterior building inspection program.</p> <p>Board and the City of Greenbelt sent a letter to WSSC's General Manager asking for negotiations to be resumed and the pipes replaced in conformance with the 1958 agreement between GHI and WSSC. WSSC's General Manager responded on Jan 31, 2020. On Feb 20, 2020, the Board approved a draft letter in response to the WSSC's Manager's letter. The draft letter was subsequently sent to the City of Greenbelt for review. The Mayor has been asked to co-sign the letter.</p>	In process
		<p>A.3.d Determine what changes to make to the Addition Maintenance Program (AMP) requirements, fees and procedures. Continue last year's initiative.</p>	A	X	AMP TF	X	<p>The AMP task force report was reviewed by the Board on December 5, 2019, it was distributed to the membership for comments. On February 20, the Board decided that GHI will charge 'catch-up' fees for enrollment of additions in the addition maintenance program. These fees will be applied retroactively from March 2005 to the date that an addition is enrolled in the AMP and will cover future maintenance and repair costs for electrical, plumbing and miscellaneous structural components.</p>	complete
		<p>A.3.e Consider appropriate solutions for fencing, sheds, plants, rain barrels, patios, etc. Continue from last year.</p>	B	X	ARC	X	<p>The ARC is continuing to work on this item. On March 5, the Board considered the ARC's recommendation for revisions to rules regarding fences and decided to send the recommendations to the membership for comment. The Board reviewed the committee's recommendation on May 21 and requested that their proposal be modified to allow installation of chain link fences.</p>	In process
		<p>A.3.f Storm Water Management Task Force continues to address drainage issues.</p>	B	X	SWTF	X	<p>On 2/7/19, the Board discussed a proposition from the task force that GHI participate as a pilot study in a UMD – funded project for mapping non-tidal</p>	In process

2-5 Yr. Strategy		GHI 2019-2020 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective							
		<p>Work Plan: Actions</p> <p>A.3.g Plan for continued improvement work including replacement of plumbing pipes.</p>	A	X	BLD	X	<p>flood risks. The Task Force is preparing a proposal to submit to the Board.</p> <p>On February 20, 2020, the Board approved the hiring of a consultant to do the following: -Evaluate the condition of the piping in approximately 10% of frame and masonry homes (with an option for 5% more units based on assessments of the first 10%). -Evaluate the condition of underground waste pipes for 4 larger townhomes (with an option for evaluating pipes for 2 additional units, based on assessments of the first 4). -Provide a report on repair and replacement options for the plumbing piping. -Provide a report on the performance of epoxy lined pipes in 2 GHI units including water quality tests. -Design a pilot study to evaluate methodologies for the repair and replacement of piping systems in frame and masonry homes.</p> <p>ETC has been hired and began its evaluation of the pipe systems on May 18,2020.</p>	In process
		<p>A.3.h Implement Admin complex security.</p>	A	X	STF	X	<p>The Board has approved the following recommendations from the Safety task force: 1) Installation of a door to control access between the exterior access door adjacent to the Board room and the rest of the building, as well as a customer service window in the Finance office; 2) installation of exterior lighting fixtures; 3) installation of a controlled access and video surveillance system for the building. On June 18, 2020 the Board will review bids (second reading) from 3 contractors for installation of the access control system.</p>	In process

Goal	2-5 Yr. Strategy		#	GHI 2019-2020 (12 Month) Strategic Action Plan Work Plan: Actions	Priority	Board	Cmte	Staff	Comments on status	Status
	Objective									
	A.4 Coordinate efforts w/ external entities e.g., City, County, State, Fed govt, Maryland-National Capital Park and Planning Commission (MNCPPC)	A.3.i	Implement Parkway apartment infrastructure improvement program.	A	X	Fin	X	The GDC Board accepted a capital improvements' plan that staff prepared in 2018. Cooling towers and heat exchangers for cooling towers and boilers were replaced this year. The Board requested the Finance Committee to recommend sources of financing for future planned improvements.	In process	
		A.4.a	Collaborate with City of Greenbelt re: Zoning Rewrite Project.	A	X	ZTF	X	The Board met with Chad Williams, a Master Planner with the MNCPPC on January 23 to review a Neighborhood Conservation Overlay Zone Proposal for Old Greenbelt. GHI's zoning task force met on April 27 to review the recently published Neighborhood Study Report and draft NCOZ standards for Greenbelt. The Board discussed the task force's recommendation on May 7 and requested GHI's attorney to advise the next steps that should be taken. The attorney submitted comments which the Board and Zoning task Force reviewed on June 8, 2020. The Board hopes to formulate GHI's final response to the two documents during the June 18 Board meeting.	in process	
		A.4.b	Establish Memorandum of Understanding with the City of Greenbelt for utilization of yard areas with Right of Way (ROW) encroachments.	B	X		X	GHI and the City of Greenbelt have signed a MOU.	complete	
		A.5.a	Expand Fee-For-Service program.	B	X			This item will be reviewed by a Business Development Task force that will be established shortly.	Not started	
		A.5.b	Consider policy to provide garage doors at open rental garages.	B	X	Fin	X	On February 20, 2020, the Board decided that staff should install a door on an open garage only if a member renting a garage requests it and the total number to be installed during a year should not exceed eight.	complete	
Organizational	B.1 Develop long-range strategic plan	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	

2-5 Yr. Strategy		#	GHI 2019-2020 (12 Month) Strategic Action Plan Work Plan: Actions	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective								
B.2 Improve operation of the Board	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 on 6/10/2019. Staff facilitated a training program re: interpreting financial statements on 7/18/2019.	Ongoing	
	B.2.b	Create understudy program for Board officers.	A	X		X		Not started	
	B.3.a	Provide training for committee chairs.	A			X		Ongoing	
	B.3.b	Increase participation in committees.	A		MOC	X		Ongoing	
	B.3.c	Continue volunteer recognition program.	A	X	MOC	X	Volunteer recognition event was held on October 16, 2019.	Ongoing	
	B.4.a	Plan for succession of General Manager.	A	X		X	Task force submitted a Succession Policy and Emergency Back-up plan for the General Manager position which the Board will review on June 18, 2020.	In process	
	B.4.b	Establish Board policy on succession planning and emergency backup plan for leadership.	A	X			Board will review these draft policies on June 18, 2020.	In process	
	B.5.a	Revise, update and implement record retention policy. Recommend storage methodology for historical documents.	A	X	RRTF		Task force established and work is progressing.	In process	
	B.5.b	Establish policy to define business relationship of GHI & GDC.	A	X		X	Task force was established.	In process	
	B.6.a	Review and update bylaws.	A	X			Need to address new acquisition of property/business opportunity clause.	Ongoing	
B.7 Increase operational efficiency	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 is currently working on this task.	In process	
	B.7.b	Recommend an integrated property management system for GHI including financial, maintenance management and membership database.	A	X	ITTF	X	Task force established and work is progressing.	In process	

2-5 Yr. Strategy		#	GHI 2019-2020 (12 Month) Strategic Action Plan Work Plan: Actions	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective								
C. Financial Stability		B7.c	Consider hiring a consultant to assist with the design of an electronic filing system for all GHI records.	A	X		X		Not started
	C.1	C.1.a	Increase revenue through business development. Analyze and consider pursuing business opportunities and implementing fee-for-service, including but not limited to those recommended by the LRPC.	A	X	LRPC	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 has yet applied to serve on the task force.	In process
	C.2	C.2.a	Practice transparent financial reporting Continue education program on GHI finances. 1. Review and revise Tom Jones' breakdown of fees and distribute to relators and vendors. 2. Ask Finance committee to produce three articles per year to be printed in the E-News and placed on the website. 3. Continue education program on GHI finances including member charges, inflation, value of money, what's included in monthly charges.	A	X	FIN	X		Not started
	C.3	C.3.a	Increase grant-based income opportunities Partner with City and County to identify grant opportunities. Align ourselves with outside sources to identify grant opportunities.	A	X		X		Not started
	C.4	C.4.a	Manage finances to address issues that arise. Review investment policies.	A	X	INVC	X	On 7/11/2019, 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. The Board reviewed this item again on 7/25/19 and needs to take further action.	In process
	C.5	C.5.a	Explore other money saving opportunities A. Explore whether GHI could derive more tangible material benefits from its National Cooperative Bank (NCB) stock. B. Investigate avoiding double taxation in real estate taxes.	B	X	FIN & INVC	X		Not started

2-5 Yr. Strategy		GHI 2019-2020 (12 Month) Strategic Action Plan		Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective	#	Work Plan: Actions						
D. External Communication	D.1 Attract people drawn to co-ops & community living	D.1.a	C. Explore holding equity of 10-40 percent in some member units. Assign goal of attracting people to cooperative and community living to Communications Committee.	A	X	COM		Formerly a Marketing committee function before assignment to the COM by Board.	Ongoing
		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.	B	X	LGAC	X		Ongoing
		D.3.a	Influence the shape of the Common Ownership Communities (COC) program in PG Co and MD.	A	X	LGAC		GHI member Aaron Marcavitch served on the CCOC Commission. New member to be nominated.	In process
E. Internal Communication	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 shortly after they move in to discuss maintenance responsibilities. New members are given the opportunity to meet with Board members and/or MOC members.	Ongoing
		E.1.b	Conduct two town hall meetings a year that include educational content.	A	X		X	Two town hall meetings were held on December 8 and December 12, 2019.	Complete
		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.	Complete
	E.2 Increase cooperative spirit	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.a	Consider hiring an information officer.	C	X	COM IT TF	X		Not started
		E.3.b	Implement a proactive social media strategy (planned, regular tweets; use of GHI's Facebook page for official dissemination of information; social media consultant; define GHI staff responsibility with respect to social media).	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

2-5 Yr. Strategy		#	GHI 2019-2020 (12 Month) Strategic Action Plan Work Plan: Actions	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective								
		E.3.c	Investigate how to employ internet technology to increase opportunities for participation in meetings and overall transparency.	A	X	IT TF	X		In process
		E.3.d	Investigate member portal commercial packages and budget for it.	B	X	IT TF	X	A systems task force is currently working on this task.	In process
		E.3.e	Improve GHI website per recommendations from membership survey.	A		COM	X		Not started
	E.4 Improve member handbook	E.4	Upgrade member handbook. Hire a consultant to review and update the member handbook, Board policies, and website to be sure they are current, in sync with each other, and provide adequate information to members.	A	X	COM	X	The Buildings Committee reviewed section X of the handbook pertaining to rules for improvements and alterations. The Board reviewed the report on December 19 and requested that members submit their comments about the proposed changes over a 30-day period. The Board approved the revisions on May 21.	In process

Committees and Task Forces	
AM TF - Addition Maintenance Task Force	MOC - Member Outreach Committee
BLD - Buildings Committee	RRTF - Record Retention Task Force
BTF - Board Task Force	STF - Safety Task Force
COM - Communications Committee	WC - Woodlands Committee
FIN - Finance Committee	ZTF - Zoning Task Force
INVC - Investment Committee	
IT TF - Information Technology Task Force	
LGAC - Legislative and Government Affairs Committee	
LRPC - Long Range Planning Committee	

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

Committee	Assignments	Status	Not Started	In Progress	Completed
Ad Hoc Task Force for Envelope Windows and Doors	Review and decide requests to keep non-standard doors and windows for the 2020 HIP	All requests for the 2020 HIP have been resolved			X
Addition Maintenance Program Task Force	1 In collaboration with the Addition Maintenance Task force, recommend (a) incentives whereby members may be encouraged to enroll in the AMP, and (b) the fee structure that should be adopted whereby members enrolling existing additions in the AMP will make catch-up contributions, towards the future repairs of items besides windows, roofs, baseboard heaters, vinyl siding and exterior doors.	Report provided to Board. Board is requesting membership feedback. Task force awaiting Board decision. Task Force recommendations distributed to community for 30-day review.			X
Admin Bldg Safety Task Force					
Architectural Review Committee	1 Tasked with recommending improvements to admin bldg main entrances. 2 Review GHI's Rules on fencing and recommend style changes. 3 Review GHI's rules for rain barrels and recommend aesthetic related amendments. 4 Review/Recommend exterior lighting proposed for use on Administration Building	Board granted ARC authority to proceed with study on July 25, 2019 Posted in E-News for 30 day membership review and comments. Board approved aesthetic rule changes on Feb 20, 2020 Approved by Board. Assigned to Tom Sporney and George Bachman for implementation.			X X X X
Bicycle Committee	1 The Bicycle racks were ordered and have been delivered for installation. 2 The Board approved the GHI bicycle committee to participate in the City's Bike to Work Day in May 2019. 3 The bicycle committee is having a social event on Saturday, 25 January 2020 at 2:00-4:00 PM in the board meeting room.	Bicycle racks installed on 20 May 2019 at 14-15 Court Laurel Hill Road and the GHI Administration building. This task has been fully completed. A booth was setup on May 17, 2019 to distribute bicycle materials. Completed			X X X

Committee	Task	Status	X
Buildings Committee	1 The GDC Board requested the Buildings Committee to investigate the feasibility of installing LED lighting fixtures at the Parkway Apartments	This item has been placed on "indefinite" hold by the Committee	X
	2 Recommend changes to the member Handbook to clarify the definition of additions in various sections of Article X and specific requirements when enrolling existing additions not previously covered by the AMP.	The entirety of Section X was reviewed by the committee and suggested edits submitted to the Board for disposition.	X
	3 Investigate feasibility of heat-pump type water heaters for installation in GHI	In-progress	X
	4 Review GHI's rules for rain barrels and recommend amendments that should be made by December 31, 2019.	The committee reviewed section XXIII. Rainbarrels, proposed some edits and recommended review by the ARC and board.	X
	5 Review member proposal to install electric vehicle charging stations at the GHI offices	Assigned by the Board at the 11/7/19 meeting. The Committee submitted a report to the Board.	X
Communications and Marketing Committee	1 Develop a Comprehensive Communications Plan for GHI	Committee submitted a report to the Board which was discussed at a work session on 3/11/19 and during the May 2 meeting. Based on the Committee's recommendation, the Board agreed to form a task force to recommend an integrated property management computerized system for GHI.	X
	2 Develop Charter to combine the Communication and Marketing Committee	Charter complete and was submitted to the Board on 9.15.19. Board approved the charter.	X
Item 7b. Attachment #12b			
Companion Animal Committee	1 Continue to develop articles relating to companion animals.	Ongoing	X
Finance Committee	1 In collaboration with the Addition Maintenance Task force, recommend (a) incentives whereby members may be encouraged to enroll in the AMP, and (b) the fee structure that should be adopted whereby members enrolling existing additions in the AMP will make catch-up contributions, towards the future repairs of items besides windows, roofs, baseboard heaters, vinyl siding and exterior doors.	Task has been completed.	X
	2 Discuss financing options for GDC Capital Improvements		X

	3	Review 2019 Audited Financial statements				X
	4	Long-term plan to address COVID-19 financially affected members		Recommendation was submitted to the Board.		X
GHI/GDC Bylaws, Relations Task Force	1	Draft a Charter for the task force		Awaiting meeting schedule.	X	
	2	Review GDC Bylaws			X	
Investment	1	Monitor Investments (includes review of most recent cash flow schedule)		Ongoing.	X	
	2	Review Investment committee charter and investment policy		In progress.	X	
Legislative and Government Affairs	1	Review P.G. County's legislation for Common Ownership Communities and keep the Board informed about any important developments.		Ongoing	X	
	2	Monitor Federal, State and MD legislative actions that may impact GHI		In progress	X	
Long-Range Planning Committee	1	Analyze data received from member outreach survey		Completed		X
	2	Gain staff feedback and recommendations on Long Range Planning activities		Completed. Meeting held on 9/12/19. Staff provided feedback for major LRPC objectives		X
	3	Provide analysis of strengths and challenges based on survey data		Completed. Submitted on 10/17/19.		X
	4	Meet with board on revenue generation ideas		Meeting held on February 27th at 7pm.		X
Member Outreach	1	Organize a Volunteer Appreciation Event		Completed		X
	2	Organize New Member Orientation Event		Completed in August 2019.		X
	3	Membership satisfaction survey		Survey report was submitted to and accepted by the Board.		X
	4	Outreach activities to new members		In progress	X	
Records Retention Task Force	1	Develop form for document review project		Completed.		X
	2	Review records in UDB and Warehouse		Completed.		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	Focusing 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>	Not started	X
Sublease Policy Task Force		Revise sublease policy	The Board approved the revisions that the task force recommended.	X
Succession and Back-up Emergency Planning Task Force		Develop Charter Develop Succession Policy	Succession policy and emergency back-up plan for the GM position submitted to the Board for review, - submitted to the Board for review.	X
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	in progress	X
	3	Develop report and matrix defining strengths, weaknesses and costs for each system. Compare to current functionality and costs.	In progress	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

<p>Yards and Exteriors Task Force</p>	<p>1 Recommend components of a Yard and exterior inspection program to replace the community beautification program.</p>	<p>In progress</p>	<p>X</p>
<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>

June 2020

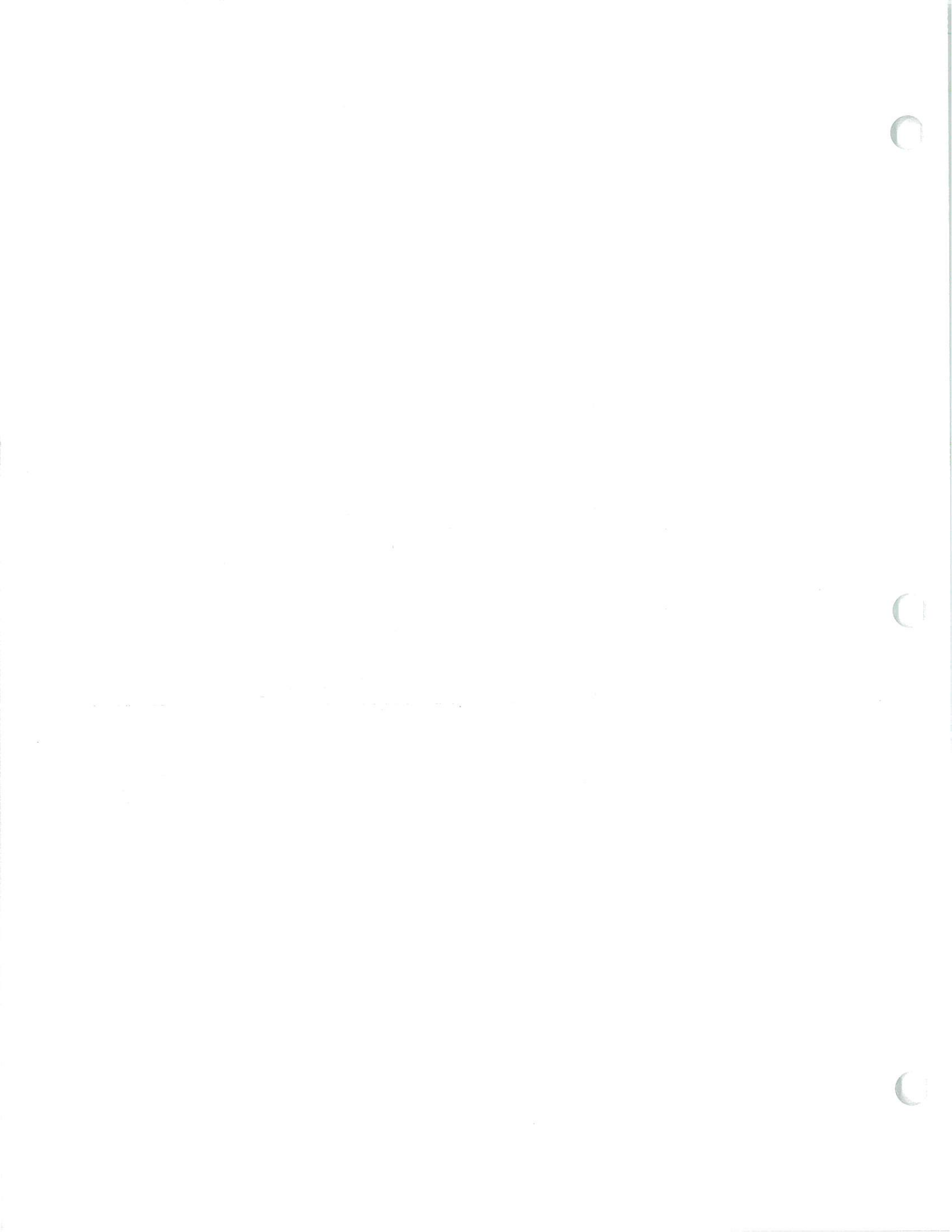
June 2020

July 2020

Su	1	2	3	4	5	6
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SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 31	Jun 1	2 7:00pm Pre Purchase Orientation	3 7:00pm Copy: GoToMeeting Invitation - Yards and Exteriors_Task_Force	4 10:00am Storm Water Management_Task 7:00pm Special_Open 7:02pm GHI_Executive 7:45pm GHI_Open	5 OFFICE CLOSED	6
7	8 7:00pm Sustainability Sub-Committee 7:00pm Zoning Task Force	9 7:00pm Pre Purchase Orientation	10 7:00pm Member Outreach Committee Meeting 7:30pm Architectural Review Committee	11 5:00pm Investment Committee 5:30pm Finance Committee	12 OFFICE CLOSED	13
14	15	16 7:00pm LRPC (Virtual) 7:00pm Pre Purchase Orientation 7:30pm Companion 7:30pm Legislative and	17 7:00pm Woodlands Committee Meeting (Board Room) 7:00pm Bicycle Committee Meeting	18 7:00pm GHI Special Open Session 7:02pm GHI Executive Session 7:45pm GHI Open	19	20
21	22	23 7:00pm Pre Purchase Orientation	24 7:00pm Buildings Committee Meeting (Board Room)	25	26 OFFICE CLOSED	27
28	29	30 4:00pm Succession Planning Committee 7:00pm 2020 Annual Membership Meeting 7:00pm Pre Purchase	Jul 1	2	3	4



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< PREVIOUS MONTH

JUNE 2020

NEXT MONTH >

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
31	1	2 7:00 PM Arts Advisory Board	3 7:30 PM Advisory Planning Board 8:00 PM Work Session - Special Meeting (Virtual)	4	5	6
7	8 5:30 PM Youth Advisory Committee 7:00 PM Greenbelt CERT and CART Joint Meeting 8:30 PM Regular Meeting - (Virtual)	9 7:00 PM Advisory Committee on Trees	10 8:00 PM Work Session - Greenbelt Board of Elections, (Virtual)	11 7:30 PM Community Relations Advisory Board	12	13
14 3:00 PM Special Meeting of City Council	15 8:00 PM Work Session - Refinancing and Long-Range Financial Planning, (Virtual)	16	17 7:30 PM Park and Recreation Advisory Board 7:30 PM Advisory Planning Board 8:00 PM Work Session - Greenbelt East Advisory Coalition (GEAC) Stakeholder, (Virtual)	18 7:00 PM Virtual Community Meeting w/Greenbelt Police	19	20
21	22 8:00 PM Regular Meeting - (Virtual - Subject to COVID-19)	23 3:30 PM Senior Citizen Advisory Committee 7:00 PM Advisory Committee on Education	24 8:00 PM Work Session - Advisory Boards and Committees Chairs (Virtual)	25 7:00 PM Forest Preserve Advisory Board	26	27
28	29 MML Summer Conference - Virtual 8:00 PM Work Session - TBD, (Virtual - Subject to COVID-19)	30 MML Summer Conference - Virtual	1	2	3	4