

## **NOTICE OF MEETING AND AGENDA**

### **GHI BOARD OF DIRECTORS REGULAR SESSION (Open to Visitors) Following the GDC Regular Session Meeting**

**Thursday, July 9, 2020**

**VIRTUAL ZOOM MEETING ROOM**  
Members & Visitors may attend remotely.

- 1. Approval of Agenda**
- 2. Announcement of Executive Session Meetings:**
  - a) **Announcement of Complaint Hearing Held in a Closed Meeting on June 15, 2020 – (Attachment #1)**
  - b) **Announcement of Executive Session meeting held on July 9, 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 Special Open Session Meeting held on June 4, 2020 – (Attachment #3)	2	minutes	Discussion/Action
b. Approve Minutes of Regular Open Session Meeting held on June 4, 2020 – (Attachment #4)	2	minutes	Discussion/Action
c. Finance Committee's Recommendations re: Questions about Postponing the HIP for Some Units Beyond 2020 due to COVID-19	15	minutes	Discussion/Action
d. GHI Long-Range Planning Committee's Report of Findings and Observations re: Initial Research and Data Analysis – (Attachment #5)	25	minutes	Discussion/Action
e. Member's Request that Audiovisual Recordings of Board Meetings be Made Available to Members – (Attachment #6)	10	minutes	Discussion/Action
f. Investment Committee's Recommendation for Changes to the Investment Committee Charter and Investment Policy – (Attachments #7a – 7b)	15	minutes	Discussion/Action
g. Proposed Revisions to GHI's Policy for Unlocking Crawlspace – (Attachment #8)	10	minutes	Discussion/Action
- 7. Items of Information**
  - a. Board 12 Month Action Plan and Committee Task List (Attachments #9a – 9b)
  - b. Monthly City Calendar (Attachment #10a)
  - c. President's Items
  - d. Board Members' Items
  - e. Audit Committee's Items
  - f. 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.**

**MANAGER'S MEMORANDUM**

TO: GHI Board of Directors

FROM: Eldon Ralph, General Manager

DATE: July 2, 2020

SUBJECT: Items for the **GHI OPEN SESSION** Board Meeting on July 9, 2020

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**GHI Open Session**

6a. Approve Minutes of Special Open Session Meeting held on June 4, 2020 – (Attachment #3)

**Motion:** I move that the Board of Directors approve the minutes of the Special Open Session meeting that was held on June 4, 2020 (*as presented/as revised*).

6b. Approve Minutes of Regular Open Session Meeting held on June 4, 2020 – (Attachment #4)

**Motion:** I move that the Board of Directors approve the minutes of the Regular Open Session meeting that was held on June 4, 2020 (*as presented/as revised*).

6c. Finance Committee's Recommendations re: Questions about Postponing the HIP for Some Units Beyond 2020 due to COVID-19

On June 18, 2020, the Board passed a motion that directed 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?

The Finance Committee discussed this matter on June 25 and made the following recommendations:

1. Motion #1: Members who pay for their optional modifications of standard replacement reserve items (e.g., casement windows, mail slots, peepholes) at normal time of payment of invoices at the 2020 price can have them held for later installation by Spring 2021 without any additional cost. Rationale: The only cost to GHI members as a whole appears to be the effort of storing the materials.

Motion carried: 4-0-0

2. Motion #2: Members who do not have their optional 2020 HIP items such as mini-splits and attic insulation installed by Spring 2021 will be offered a chance to purchase them later with whatever price is negotiated at that later date, unless a motion is passed at a GHI membership meeting allowing the difference in costs to be added to co-op fees of the entire membership. Rationale: In the May 14, 2015 GHI annual membership meeting at which the membership voted on the 2016-2020 HIP, it was stated that members who choose options “would bear the cost individually”. So, the Board should not change this stipulation without getting approval from the membership. Note that members who have these optional HIP items installed by Spring 2021 get them at the 2020 price.

Motion carried: 5-0-0

3. Motion #3: Members who have optional 2020 HIP items installed after 2020 and thereby lose PEPCO rebates, will not have the lost rebate reimbursed them by other GHI members, unless a motion is passed at a GHI membership meeting allowing the amount of the rebates to be added to co-op fees of the entire membership. Rationale: Same as 2 above. Note that the 2016 cohort paid more for their mini-splits than the 2020 price and also did not get PEPCO rebates.

Motion carried: 5-0-0

This item is on the agenda for discussion and action.

**Suggested motion: I move that the Board of Directors adopt the following recommendations from the Finance Committee (*as presented/ as revised*), regarding postponements of HIP installations in some units beyond 2020, due to COVID-19 concerns:**

1. **Members who pay for their optional modifications of standard replacement reserve items (e.g., casement windows, mail slots, peepholes) at normal time of payment of invoices at the 2020 price can have the items held for later installation by June 30, 2021, without any additional cost.**
2. **Members who do not have their optional 2020 HIP items such as mini-splits and attic insulation installed by June 30, 2021, will be offered a chance to purchase them**

**later with whatever price is negotiated at that later date, unless a motion is passed at a GHI membership meeting, allowing the difference in costs to be added to co-op fees of the entire membership.**

- 3. Members who have optional 2020 HIP items installed after 2020 and thereby lose PEPCO rebates, will not have the lost rebate reimbursed to them by GHI, unless a motion is passed at a GHI membership meeting, allowing the amount of the lost rebates to be added to co-op fees of the entire membership.**

6d. GHI Long-Range Planning Committee's Report of Findings and Observations re: Initial Research and Data Analysis – (Attachment #5)

The GHI Long-Range Planning Committee (LRPC) was formed in 2018 by the Board of Directors “to study, discuss, and make recommendations on any issues affecting GHI’s ability to continue providing affordable high-quality housing for its members, along with offering any new facilities, services, or benefits the membership may approve.”

During 2019, the committee gathered existing data on GHI homes, fees, and membership, conducted a member survey with the Member Outreach Committee, met with staff, and heard from GHI committees. The purpose of this report in attachment #5 is to present the data gathered from initial research and member surveys, along with findings and observations. This data will assist the LRPC in identifying key areas for long-range planning. After completing the data analysis phase, the next stage is identifying strategic priorities for long-range planning, using the information the committee has gathered to date.

This item is on the agenda for discussion and action.

**Suggested motion: I move that the Board of Directors accept the Long-Range Planning Committee's Report of Findings and Observations re: Initial Research and Data Analysis.**

6e. Member's Request that Audiovisual Recordings of Board Meetings be Made Available to Members – (Attachment #6)

Attachment #6 is an email from (redacted) the member of (redacted). who has asked whether there are plans to make recordings of virtual open session Board meetings available for members to view later, when it is more convenient. She would like to know the reasons if there are no plans to post recordings. The member stated that she hopes GHI continues to hold virtual meetings in the future, since they are more accessible to all members.

This item is on the agenda for discussion and action.

**Suggested motion: I move that the Board of Directors direct the Manager to request an opinion from GHI's attorney about the ramifications of posting recordings of virtual open session Board meetings on GHI's website or providing file copies of the recordings to individual members who request them.**

6f. Investment Committee's Recommendation for Changes to the Investment Committee Charter and Investment Policy – (Attachments #7a – 7b)

On May 5, 2018, the Board reviewed an opinion from the law firm Pentiuik, Couvreur and Kobiljak P.C, a nationwide housing cooperative law firm, regarding the applicability of the Prudent Person Investor Rule to GHI. The firm stated that GHI is governed by the Prudent Person rule and made the following recommendations:

- a) Certain types of investments, such as hedge funds or speculative stock, are viewed as intrinsically speculative and therefore considered inappropriate as fiduciary investments. Based on the existing policy, it appears GHI's investments are in line with the rule. It may be advisable for the Board to nevertheless revisit its investment policy and its committee policy to clarify that the Committee itself is not to do any act that binds the Corporation and that it only makes recommendations. Such recommendations would then be more appropriately addressed by a financial advisor who is licensed and bonded for handling investment portfolios. That is not to say that the Corporation could not act through its own Board to make these investments, although in our opinion it creates more risk than necessary for Directors and committee members who are unpaid volunteers.
- b) We recommend that the existing policy for investment and the committee procedures be revisited by the Board in order to correct any ambiguities in the authority of the committee members.

The Investment Committee has submitted a revised committee charter and Investment Policy for the Board's consideration. Attachment #7a is the version with track changes and attachment #7b is the version with accepted changes.

This item is on the agenda for discussion and action.

**Suggested motion: I move that the Board of Directors adopt the revised Investment Committee Charter and Investment Policy that the Investment Committee submitted, (as presented/as further revised).**

6g. Proposed Revisions to GHI's Policy for Unlocking Crawlspace – (Attachment #8)

During the March 19, 2020 Board meeting, a Director observed that maintenance staff was issuing crawl space keys to members or contractors (Verizon, Comcast) for access to communications equipment and suggested that it should be staff that opens crawl space doors,

instead of members or contractors. Accordingly, staff has revised the policy for unlocking crawlspaces (refer to attachment #8).

This item is on the agenda for discussion and/or action.

**Suggested motion: I move that the Board of Directors approve the revisions to the policy for unlocking crawl spaces that staff recommended (*as presented/ as further revised*).**

GHI REGULAR SESSION

Announcement of Complaint Hearing Held in a Closed Meeting on June 15, 2020 – (Attachment #2)

A complaint panel comprised of Board members Bill Jones, Stephen Holland and Steve Skolnik, held a complaint hearing on June 15, 2020 with a member in a closed session meeting, as authorized by sub-paragraph § 5-6B-19 (e)(1)(iv) of the Maryland Cooperative Housing Act. Audit Committee member Joyce Campbell attended the hearing.

The motion to call this meeting was approved by a 7-0 vote of the Board of Directors during an Executive session meeting on May 7, 2020.

The complaint hearing commenced at 7:12pm and ended at 7:28pm.

Announcement of an Executive Session Meeting held on July 9, 2020 – (Attachment #1)

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 June 4, 2020	(vii)
b. Member Financial Matters	(viii)
c. Consider Approval of the Following Contracts: <ul style="list-style-type: none"> <li>• Contract for Replacement of the HVAC System for the Administration Building - 2<sup>nd</sup> reading</li> <li>• Contract for Pre-Sale Repairs to a GHI Unit – 1<sup>st</sup> reading</li> </ul>	(vi)
d. Member Complaint Matters	(iv)

The Board approved the following contract during the meeting:

- A contract to replace the Administration Building’s HVAC system, including the baseboard heaters, for the contractor’s bid price of \$187,910, plus 10% for contingencies, for a total cost not to exceed \$206,701.

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



Draft Minutes  
Board of Directors  
GHI Special Open Session

This meeting will be held electronically. Members & Visitors may attend remotely.  
June 4, 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  
Joe Perry, Director of Finance  
Stuart Caplan, Director of Technical Services  
Maesha McNeill, Human Resources Manager  
Bruce Mangum, Contract Processor  
Joyce Campbell, Audit Committee Member  
Carol Griffith, Audit Committee Chair  
Robin Everly, Audit Committee Member  
Altoria Ross, Recording Secretary

President Skolnik called the meeting to order at 7:02 p.m.

**AGENDA:**

**Motion: I move that the Board of Directors adjourn this open meeting for the purpose of conducting a closed meeting later this evening 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"> <li>• Contracts for Pre-sale Repairs to Two GHI Units -2<sup>nd</sup> reading</li> <li>• Contract for 2020 Underground Utility Repairs and Drainage Improvements - 1st reading</li> <li>• Contract for Installation of Access Control System at the Administration Building -1st reading</li> <li>• Contract for a Comparative Review of Staff Salaries and Benefits - 1st reading</li> </ul>	(vi)
f. Complaint Matters	(iv)

Moved: Skolnik

Seconded: Hess

Carried: 9-0

The meeting adjourned at 7:05 p.m.

Item 6a. Attachment #3

Ed James  
Secretary

Draft Minutes  
Board of Directors  
GHI Regular Open Session  
(Virtual Zoom)  
June 4, 2020

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

Others in Attendance

Eldon Ralph, General Manager	Mara Whitney, 62-C Ridge Road
Tom Sporney, Assistant General Manager	Maryann Creighton, No address
Joe Perry, Director of Finance	Michael Hartman, 2-R Gardenway
Greg Eck, Finance Manager	Alexandria Nelson, 20-A Ridge Road
Joe Wiehagen, Director of Homes Improvement Program	Lystra Alleyne, 20-A Ridge Road
Stuart Caplan, Director of Technical Services	Aviva Glasser, 19-B Ridge Road
Maesha McNeill, Human Resources Manager	Daya Soloman, 14-A Laurel Hill Road
Carol Griffith, Audit Committee Chair	Sarah Liska, Realtor
Joyce Campbell, Audit Committee Member	John Campanille, 15-S Laurel Hill Road
Robin Everly, Audit Committee Member	Lore Rosenthal, 2-R Gardenway
Beth LeaMond, 36-H Ridge Road	Kathy Bartolomeo, 15-R Laurel Hill Road
Judith Davis, Greenbelt City Council	Barbara Glick, 44-Q Ridge Road
John Zale, 3-C Crescent Road	Rachael Glick, 31-D Ridge Road
Molly Lester, 6-M Hillside Road	KiKi Theodoropoulos, 45-A Laurel Hill Road
Cynthia Newcomer, 4-U Laurel Hill Road	Aileen Kroll, 14-Z2 Laurel Hill Road
Brian York, 21-L Ridge Road	Ben Fischler, 14-V4 Ridge Road
	Ayana Douglas, Realtor
	Altoria Bell Ross, Recording Secretary

President Skolnik called the meeting to order at 7:50 p.m.

1. Approval of Agenda

**Motion: The Board of Directors does approve the agenda as revised.**

Moved: James

Seconded: Socrates

Carried: 9-0

Moved Item 6g. to before Item 6c. Added Item 6j to the agenda.

2. Announcement of Executive Session Meetings

2a. Announcement of a Complaint Hearing Held in a Closed Meeting on May 18, 2020

A complaint panel comprised of Board members Sue Ready and Chuck Hess held a complaint hearing on May 18, 2020 with a member in a closed session meeting, as authorized by sub-

paragraph § 5-6B-19 (e)(1)(iv) of the Maryland Cooperative Housing Act. Audit Committee member Carol Griffith attended the hearing. The meeting was held by videoconference with all participants attending from remote locations.

The motion to call this meeting was made during an Executive session meeting on March 19, 2020 and approved by Board members Stefan Brodd, Chuck Hess, Stephen Holland, Ed James, Bill Jones, Susan Ready and Steve Skolnik.

The hearing commenced at 6:35 p.m. and adjourned at 7:53 p.m.

2b. Announcement of an Executive Session Meeting held on June 4, 2020 – (Attachment #2)

The Board of Directors did not conclude its business prior to the regular meeting but will report on its actions at the next GHI meeting.

3. Visitors and Members (Comment Period)

None.

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:**

- **Robert E. Smith, sole owner, 1-J Gardenway;**
- **Melanie L. Arrington, sole owner, 13-H Hillside Road;**
- **Karen Roberts, sole owner, 3-F Plateau Place;**
- **Alexandra E. Nelson, sole owner, 20-A Ridge Road.**

Moved: James

Seconded: Hess

Carried: 9-0

5. Committee and Homes Improvement Program Reports

Mr. Wiehagen said the HIP team is developing a schedule for contracts.

Member Outreach Committee - Brodd said committee members are coming up with a contactless means to welcome new members.

Yards and Exteriors Task Force – James said the task force is working on a proposal.

6. For Action or Discussion

6a. Approve Minutes of Special Open Session Meeting Held on May 7, 2020

**Motion: I move that the Board of Directors approve the minutes of the Special Open Session Meeting that was held on May 7, 2020 as presented.**

Moved: James

Seconded: Brodd

Carried: 9-0

6b. Approve Minutes of Regular Open Session Meeting Held on May 7, 2020

**Motion: I move that the Board of Directors approve the minutes of the Regular Open Session Meeting that was held on May 7, 2020 as presented.**

Moved: James

Seconded: Socrates

Carried: 9-0

6c. Request for Use of Boiler Room Space, 3-C Crescent Road

Members John and Brooke Zale live in the unit at 3-C Crescent Rd. They would like to utilize a portion of the unused space in the boiler room adjacent to the basement in their unit, to add a shower stall to a proposed bathroom.

Attachment #5 includes a formal request to the Board from the members, photographs of the boiler room and a drawing of the plan to add a basement bathroom with the shower stall located in the adjacent boiler room. If the Board of Directors allows them to proceed, the members will submit construction plans to Technical Services, along with their permit request.

This item is on the agenda for the Board to consider whether to allow the members of 3-C Crescent Rd. to take ownership of a portion of the unused boiler room space.

**Motion: I move that the Board of Directors allow the member at 3-C Crescent Rd. to utilize a portion of the boiler room space adjacent to the basement in their unit, for the purpose of adding a shower stall to a proposed bathroom. This space becomes an addition to the main unit and will be transferred with the main unit at the time of resale. The member will pay \$500 to GHI for this space.**

Moved: Jones

Seconded: Hess

Carried: 9-0

The meeting moved ahead to Item 6g.

6d. Member Comments re: Proposed Rule Regulating Noise Emitting Pest Control Devices

Due to complaints from three members about the emission of sound from an electronic pest control device in an adjacent yard that is disturbing their peace and comfort, the Board of Directors drafted the following rule on April 16, 2020:

*“Pest control devices emitting regular, continual sound, are not permitted in yards or in locations where they may be heard by neighbors.”*

The Board also requested staff to request members to submit written comments about the proposed rule. Thirteen members submitted comments that are listed in Attachment #6.

Tom Sporney will coordinate with Christine Gyemfi to add this rule to the GHI Member Handbook on GHI’s website.

**Motion: I move that the Board of Directors approve the inclusion of the following rule to the GHI Member Handbook Section III. Minimum Use and Maintenance Standards B.**

**Exterior:**

- **Pest control devices emitting regular, continual sound, are not permitted in locations where they may be heard by neighbors.**

Moved: Brodd  
Opposed: Hess

Seconded: Jones

Carried: 8-1

6e. Request for an Exception to Exclude the Replacement of a Jalousie Window at 20-A Ridge Rd. at Resale

GHI staff performed a resale inspection at 20-A Ridge Road on January 20, 2020 and identified the need to replace a non-standard jalousie window in the half-bath of a first-floor addition. It was found to be functional, but over 20 years old, and as mandated by recent Board policy, to be replaced upon resale. On March 2<sup>nd</sup>, the seller's real estate agent reported that the list of repairs was substantially completed and inquired about the process to secure a permit to replace the window or whether it was possible to cover the window opening.

At the commencement of the COVID-19 stay-at-home order on April 3<sup>rd</sup>, the real estate agent asked whether GHI would be able to replace the window. On April 9<sup>th</sup>, the seller's agent reported that she expected to market the unit within a week. On April 14<sup>th</sup>, the agent made another inquiry about replacing the window. On April 15<sup>th</sup>, the details of the process to replace the window were described to the seller's agent; specifically, in replacing the window, an exception is required for the following conditions:

X.N.1. if the window is closed off and an exhaust fan installed

X.N.2. if the window is replaced by other than a double-hung window such as jalousie, awning, horizontal, casement window etc.

On May 18<sup>th</sup>, staff was notified of a June 15<sup>th</sup> closing date. The next scheduled meeting of the Architectural Review Committee is June 10<sup>th</sup>, and thereafter a Board meeting will be held on June 18<sup>th</sup>. Recently, staff was informed that the closing is scheduled for June 19<sup>th</sup>.

To provide timely service in support of this resale, staff suggests that the requirement for replacing this window be removed from the inspection report. If allowed, this decision will only apply to the selling member's responsibility, and the purchasing member will have the responsibility to replace the window in the future. In replacing the window, an exception will be required.

Sporney will request Bruce Mangum to inform the new member at settlement that the window must be replaced within one year.

**Motion: I move that the Board of Directors allow the requirement of replacing the first-floor bathroom jalousie window at 20-A Ridge Rd., to be removed from the resale process. The responsibility for the replacement of this window will convey to the purchasing member.**

Moved: Jones

Seconded: Hess

Carried: 9-0

6f. Member Responses re: Installation of Light Fixtures in the Common Area Between 11 and 13 Courts Ridge Rd.

In 2017, City of Greenbelt staff surveyed members who reside at 11 N-V Ridge Rd. and 13 A-H Ridge Rd. to determine their opinion for/against pathway lighting in the City Park between the Courts at 11 and 13 Ridge Rd. During a work session on July 22, 2019, City staff stated that this item was presented for consideration during the FY2019 Capital Projects Program during the budget process in 2017. At the time, the project was estimated at about \$19,450. The project was not funded given limited funding and the item will be reconsidered when considering the City's priorities for future funding. The City Council requested GHI to survey the interest of current members to have lights installed, because several years had passed since the initial survey was conducted.

On November 7, 2019, the Board authorized the Manager to send a letter and survey form (Attachment #7a) to members who reside in the Courts at 8 and 10 Southway, 14 and 16 Ridge Rd., 11 Ridge Rd. and 13 Ridge Rd., to ascertain their opinion in having the City of Greenbelt install lighting fixtures between the courts at 11 and 13 Ridge Rd. The survey form was identical to the one used by City staff in 2017.

Attachment #7b is a spreadsheet that details the member comments that were received. The table below summarizes the results of the survey.

Table: Summary of Survey Results

Court	Qty of Units	Qty of Survey Responses	Should Light Fixtures be Installed?	
			Yes	No
10 Ct. Southway	22	5	5	0
11 J-V Ridge Rd.	12	5	3	2
13 A-M Ridge Rd.	12	4	2	2
14 Ct. Ridge Rd.	28	9	9	0
16 Ct. Ridge Rd.	28	7	6	1
8 Ct. Southway	12	4	3	1
<b>Totals</b>	<b>114</b>	<b>34</b>	<b>28</b>	<b>6</b>

**Motion: I move that the Board of Directors direct the Manager to submit the results of the member survey to the Manager of the City of Greenbelt, requesting the City to install light fixtures alongside the walkway in the common area between the Courts 11 and 13 Ridge Rd. Further, I move that the GHI Manager request the City of Greenbelt to engage a landscape lighting consultant to recommend the quantity and specific placements of light fixtures that should be installed to provide adequate illumination along the walkway while minimizing light pollution from affecting the residents of 11N-V Ridge Rd. and 13A-H Ridge Rd.**

Moved: Hess

Seconded: Socrates

Carried: 7-2

Opposed: Jones and Ready

GM Ralph will inform the city manager of the Board's decision.

**Motion: To Extend meeting by 15 minutes.**

Moved: Jones

Seconded: Ready

Carried 9-0

The meeting moved ahead to Item 6h.

6g. Questions about Re-starting the HIP in 2020

Some members in the 2020 HIP cohort may wish to delay improvements from being done in their units due to concerns about the COVID-19 pandemic. It is possible that the members may request the work to be delayed until 2021 or after a vaccination is available. Staff would like the Board to consider GHI's responses to the following questions:

1. Should options that members ordered be cancelled if they decide to delay improvements due to COVID-19?
2. If additional costs are incurred due to a member selecting to delay home improvements due to COVID-19, should GHI pick up the additional costs for windows, doors, siding, baseboard heaters during 2021 or thereafter?

**Motion: I move that the Board of Directors stipulate, regarding the postponement of the 2020 HIP in specific units, due to members' concerns about COVID-19:**

- a) **GHI shall absorb the additional costs that may be incurred for installing items that are funded by the replacement reserves fund, such as windows, doors, baseboard heaters and siding for frame homes.**

Moved: Jones

Seconded: Holland

Failed: 3-6

Opposed: Brodd, Hess, James, Ready, Skolnik and Watkins

This item will be deferred until the June 18<sup>th</sup> Board meeting.

The meeting moved back to Item 6d.

6h. Establish a Date for a Work Session Between the Board and Zoning Task Force

On May 7, 2020, the Board of Directors approved the Zoning Task Force's proposed changes to the Neighborhood Study and Draft NCO Standards for Greenbelt and directed the Manager to request Attorney Lawrence Taub to recommend the next steps that should be taken. The attorney's comments are included in Attachments #8a and 8b.

The Board should consider holding a work session on Thursday, June 11<sup>th</sup> with the Zoning Task Force to review the attorney's comments and formulate GHI's response to the City of Greenbelt and the Maryland National Capital Parks and Planning Commission regarding the Neighborhood Study and draft NCOZ Standards for Greenbelt.



**Consensus: The Board of Directors will hold a work session with the Zoning Task Force on June 8, 2020, beginning at 7:00 p.m. to formulate GHI's response to the City of Greenbelt and the Maryland National Capital Parks and Planning Commission, regarding the Neighborhood Study and draft NCOZ Standards for Greenbelt.**

**Motion: To extend the meeting by 10 minutes.**

Moved: Jones

Seconded: Hess

Carried: 9-0

6i. Postponement of the 2020 Annual Membership Meeting Due to the COVID-19 Pandemic

On March 23, 2020 Maryland's Governor Larry Hogan imposed an order that prohibited gatherings larger than 10 persons due to the COVID-19 pandemic. On April 16, 2020, the Board decided by consensus to postpone the 2020 annual membership meeting until June.

On May 14<sup>th</sup>, Governor Hogan announced a three-part recovery plan for Maryland:

- Effective from May 15<sup>th</sup>, 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.

Until the Governor's Order limiting large gatherings is lifted, GHI will be prohibited from holding a traditional in-person annual meeting. The logistical challenges in setting up an electronic annual meeting are formidable. Attorney Joe Douglass previously advised that if the Governor's Order remains in effect, and it is not feasible to hold an annual meeting before June 30<sup>th</sup>, the Board should schedule the annual meeting to be held as soon as possible after June 30<sup>th</sup>. He stated that while this technically would not meet the requirement in the Bylaws, the reason for postponement would not have been within the Board's control, and reasonable efforts to hold the meeting promptly would constitute "substantial compliance." It would be unlikely that anyone would mount a serious legal challenge, and, if that were to happen, it would be unlikely that they would prevail, given the current circumstances.

Staff estimates that it would take at least one month to make logistical arrangements for an annual meeting after the order limiting gatherings is lifted.

**Motion: I move that the Board of Directors postpone the 2020 annual membership meeting, until a date no later than 1.5 months after Maryland's Governor and Prince George's County Executive lift the restriction on large public gatherings that would enable**

Minutes: GHI Board of Directors Meeting of June 4, 2020

**the annual membership meeting to take place without limitation regarding the number of members that can physically attend.**

Moved: Jones

Seconded: Hess

Carried: 8-1

Opposed: Holland

The meeting moved to Item 7.

**6j. Request to Partner with the City of Greenbelt in Applying for a USDA Community Compost and Food Waste Reduction Grant**

Attachment #11 is a letter from GHI members Beth LeaMond, Ben Fischler, Luisa Robles, Lore Rosenthal and Susan Barnett to the Board and staff that invites GHI to partner with the City of Greenbelt in applying for a USDA Community Compost and Food Waste Reduction Grant.

The members have requested the opportunity to discuss with the Board and staff, the possibility of locating a composter on GHI property near the GHI administration building as part of this grant for a 2-year pilot project. The grant proposal will address where the food waste will come from, how the food waste will be stored, how the composter will be operated, and all other important elements.

**Motion: I move that the Board of Directors direct the Sustainability Subcommittee of the Buildings Committee to meet with the members who informed the Board about the USDA Community Compost and Food Waste Reduction Grant opportunity, to discuss details of the proposed 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 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.**

Moved: Holland

Seconded: Hess

Carried: 9-0

The Sustainability subcommittee of Buildings Committee will review the details of this project in time for the June 18<sup>th</sup> Board meeting.

The meeting moved back to Item 6h.

7. Items of Information:

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

7b. Monthly GHI and City Calendars - None

7c. President's Items

City has asked to postpone the annual work session with GHI until July 20 or 27, 2020.

7d. Board Members' Items - None

7e. Audit Committee's Items - *None*

7f. Manager's Items – *None*

**Motion: To adjourn.**

Moved: Hess

Seconded: Ready

Carried: 9-0

The meeting adjourned at 10:24 p.m.

Ed James  
Secretary

**GHI Long Range Planning Committee Initial Research and Data Analysis**  
**Report of Findings and Observations**

Date: 5/13/2020

Prepared by: The Long Range Planning Committee

Cynthia Newcomer (Co-Chair); Bill Jones; Chuck Hess; Ed James; Ben Fischler; Anna Socrates; Jim Cohen;  
Rosanne Douglas; Charlotte Lake; Sara Schmidt (Co-Chair); Juan Haro Mora; Jason Luly

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## Executive Summary

The GHI Long-Range Planning Committee (LRPC) was formed in 2018 by the Board of Directors “to study, discuss, and make recommendations on any issues affecting GHI’s ability to continue providing affordable high-quality housing for its members, along with offering any new facilities, services, or benefits the membership may approve.”

During 2019, the committee gathered existing data on our homes, fees, and membership, conducted a member survey with the Member Outreach Committee, met with staff, and heard from GHI committees. The purpose of this report is to present the data gathered from initial research and member surveys, along with findings and observations. This data is a snapshot of our cooperative in 2018/2019 and will assist the LRPC in identifying key areas for long-range planning. After completing the data analysis phase, the next stage is identifying strategic priorities for long-range planning, using all the information we’ve gathered to date. The committee invites and encourages all members to join us in any aspect of our work by contacting

**Member Survey:** Out of nine factors of living in GHI, the membership prioritized:

1. Preservation of open space and woodlands
2. Maintenance
3. Affordability over time
4. Affordability at purchase
5. Walkability

Members also shared their perspectives on the co-op’s strengths and challenges. The report includes categorization of comments and shares specific comments throughout.

**Demographics:** According to the 2010 Census, GHI’s membership is much whiter and older than the city of Greenbelt and the state of Maryland.

**Member Engagement:** On average, between 2014-2018 only 13% of the membership voted in the annual elections, where board members were selected. Volunteer participation in committees and task forces averaged 5% during the same timeframe.

**Physical Assets:** GHI assets include: homes, garages, playgrounds, vehicles, land, and through Greenbelt Development Corporation, apartment units and garages. Areas that require further planning:

1. Information technology infrastructure, currently under review by the Systems Task Force.
2. Structural use-life and the cost of maintaining our homes over time. The most pressing issues are replacement of plumbing pipes and electrical systems within our homes.
3. Issues of environmental sustainability impact decisions about maintaining the viability of our housing, the supporting infrastructure, and our land.

**Replacement Reserves:** GHI maintains reserves for each home type -- masonry (brick and block), frame, and larger homes.

- The three reserve balances totaled \$7,983,915 at the end of 2018.
- This total will reach a low point of \$2,217,637 at the end of 2034.

**2018 New Member Sales Data:** There were 89 new home purchases in 2018. The new members had combined monthly household income ranging from \$1,500 to over \$30,000 and the majority financed between 75% and 95% of the purchase. 19 of the 89 paid all cash.

**2018 Sales:** Sales ranged from \$65,000 for a one-bedroom frame unit to \$330,000 for a single family 4 bedroom (see full report for a table of home sales by type of home). Looking at average sales prices from 2012-2018, two- and three-bedroom frames and two- and three-bedroom masonry sales prices were all rising from 2017-2018, while one bedroom frames remained fairly flat from 2015-2018.

**Predicted Co-op Fees:** Monthly co-op fees have been rising for the last few years. The majority of the increase in fees is a result in a steep increase in property taxes, a cost outside of GHI's control.

## Introduction

According to its charter, “the Long-Range Planning Committee (LRPC) is empowered by the Board of Directors to study, discuss, and make recommendations on any issues affecting GHI’s ability to continue providing affordable high-quality housing for its members, along with offering any new facilities, services, or benefits the membership may approve.” Recommendations may be related to many topics, such as infrastructure, finances, revenue generation, membership participation, external partnerships, legislative or policy considerations, or technological advances. The LRPC works to ensure the sustainability and viability of our cooperative well into the future for all of our members.

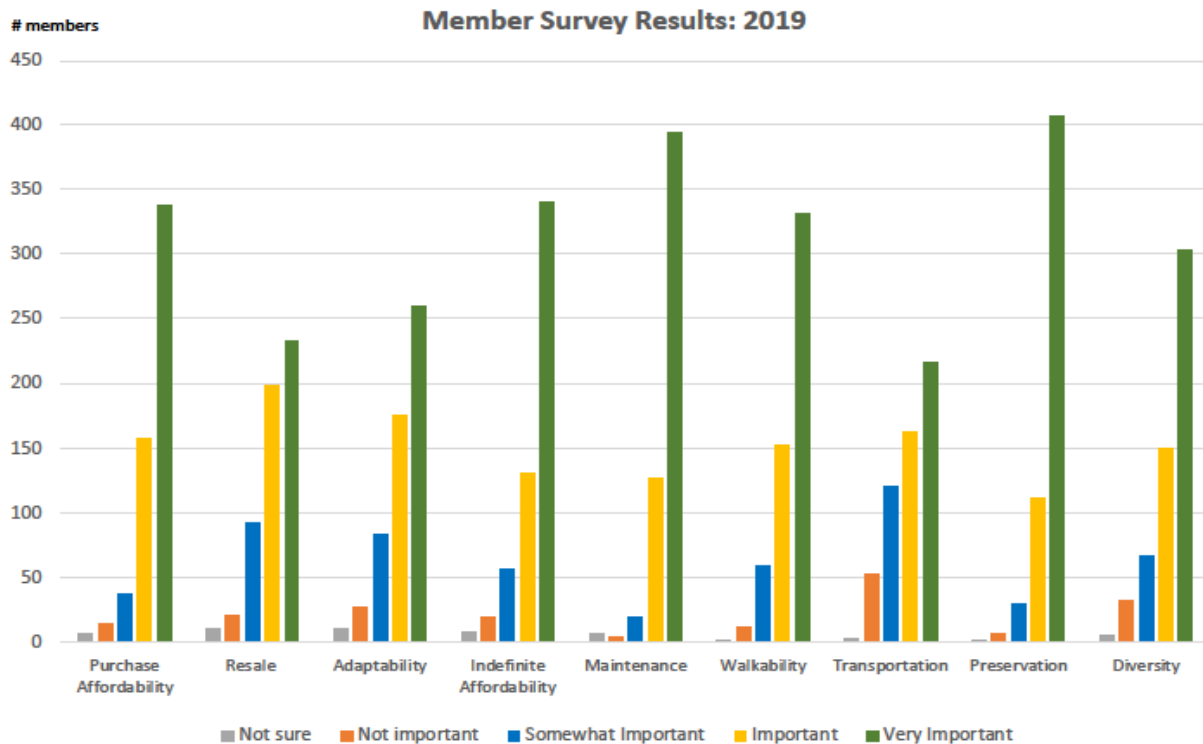
There are four key phases in long-range planning. These include 1) Discovery and Analysis (our current phase), 2) Setting Goals and Objectives, 3) Developing and Writing the Plan, and 4) Implementation and Ongoing Evaluation of the plan. During the first phase, it is critical to gather input to assess the environment of where GHI (homes, members, and the surrounding environment) is at now. This will determine a baseline from which to project goals and objectives for the future. It also helps identify the biggest concerns of the membership so that they can be addressed in long-term planning. An informed and involved membership is paramount to developing and implementing a successful long-range plan for GHI.

## Member Survey

The member survey was distributed by the Member Outreach Committee in-person to all 1,600 units in GHI and was available online through SurveyMonkey from March 11 to April 11, 2019. A total of 570 responses were received, representing approximately 36% of households. For more data on respondents, see the [2019 Membership Survey Results](#) (note, this does not include the LRPC question results. Those are summarized in this report.)

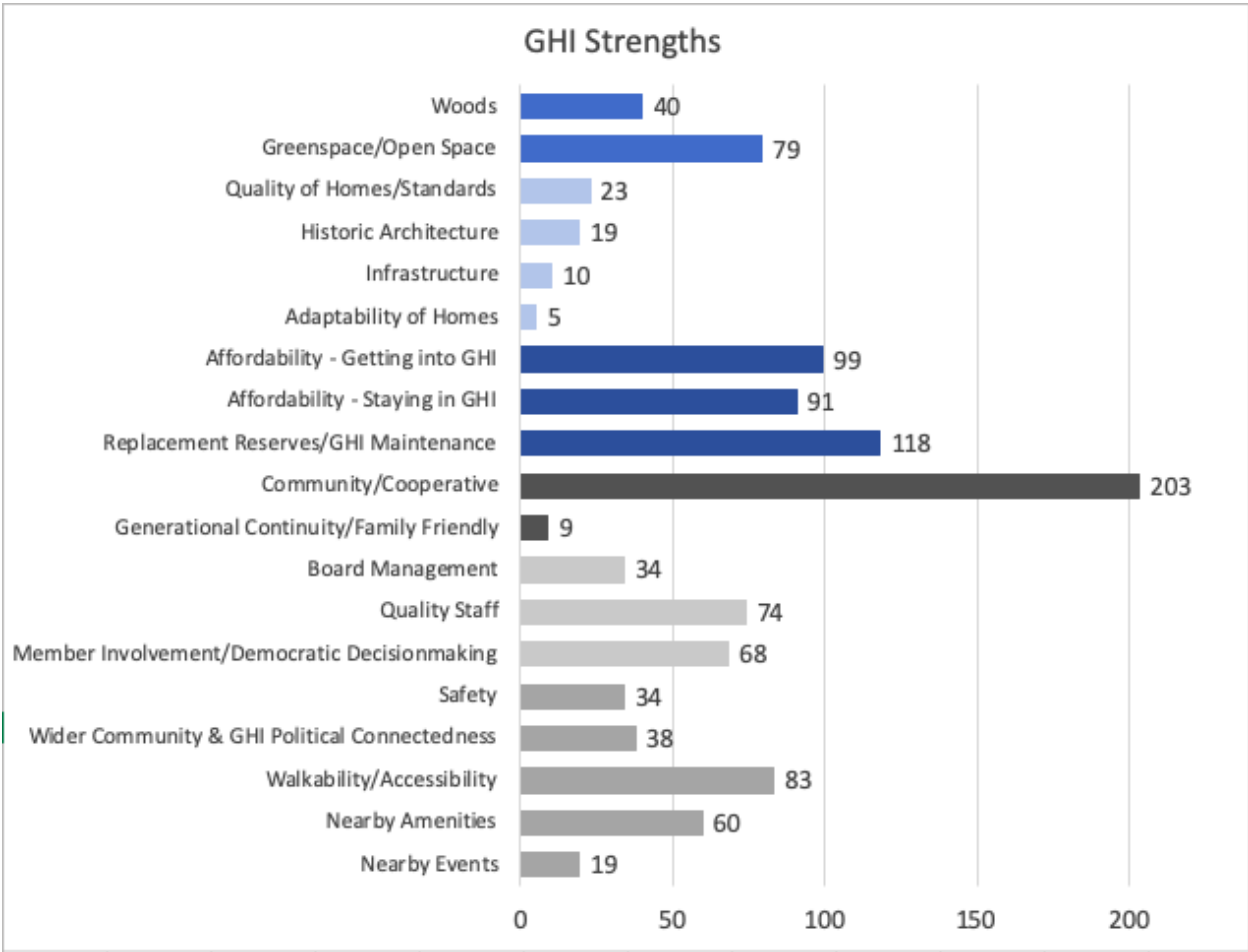
The Long Range Planning Committee had three questions in the survey.

1. Members were asked to indicate the importance of various aspects of living in GHI.
  - Note: Preservation refers to community/historic preservation.

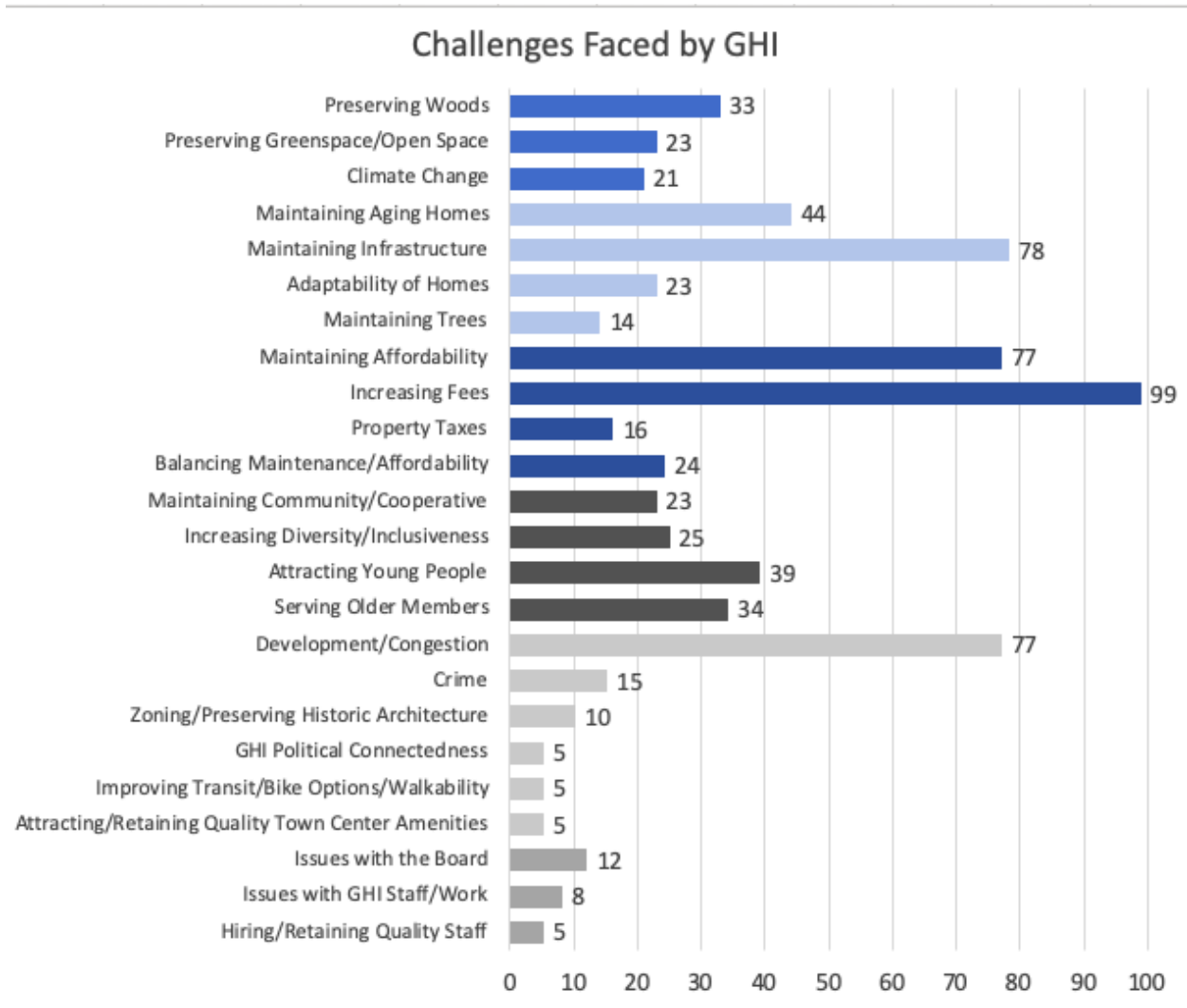




- 2. Members were also asked to list what they saw as GHI's greatest strengths.
  - Responses were grouped and analyzed as presented in the graph below.

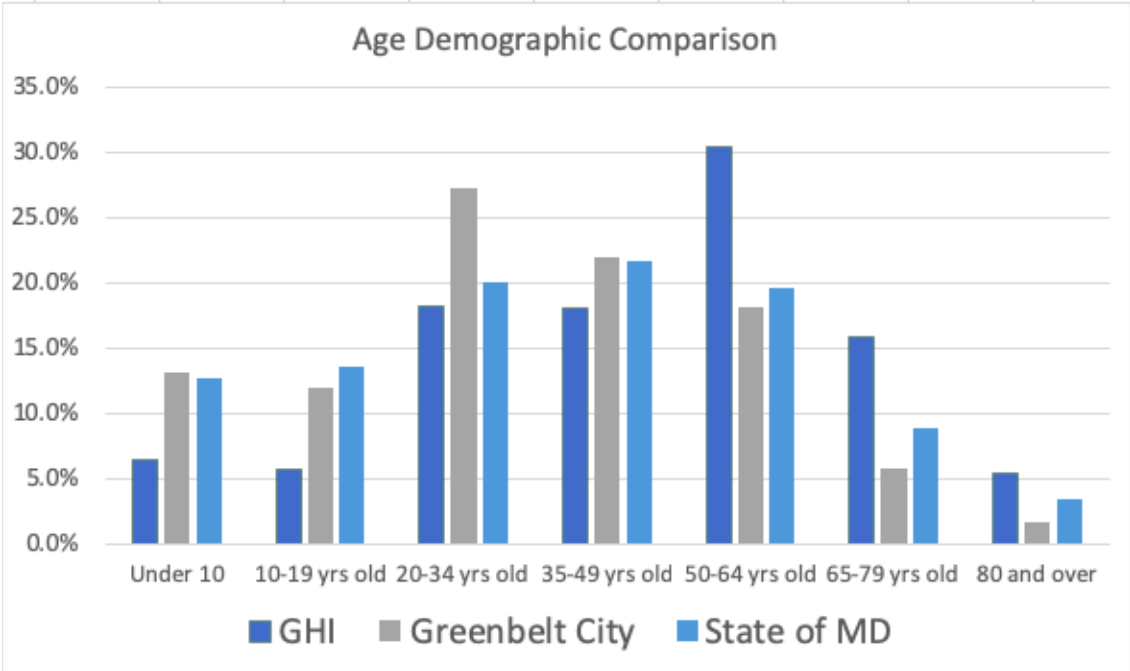
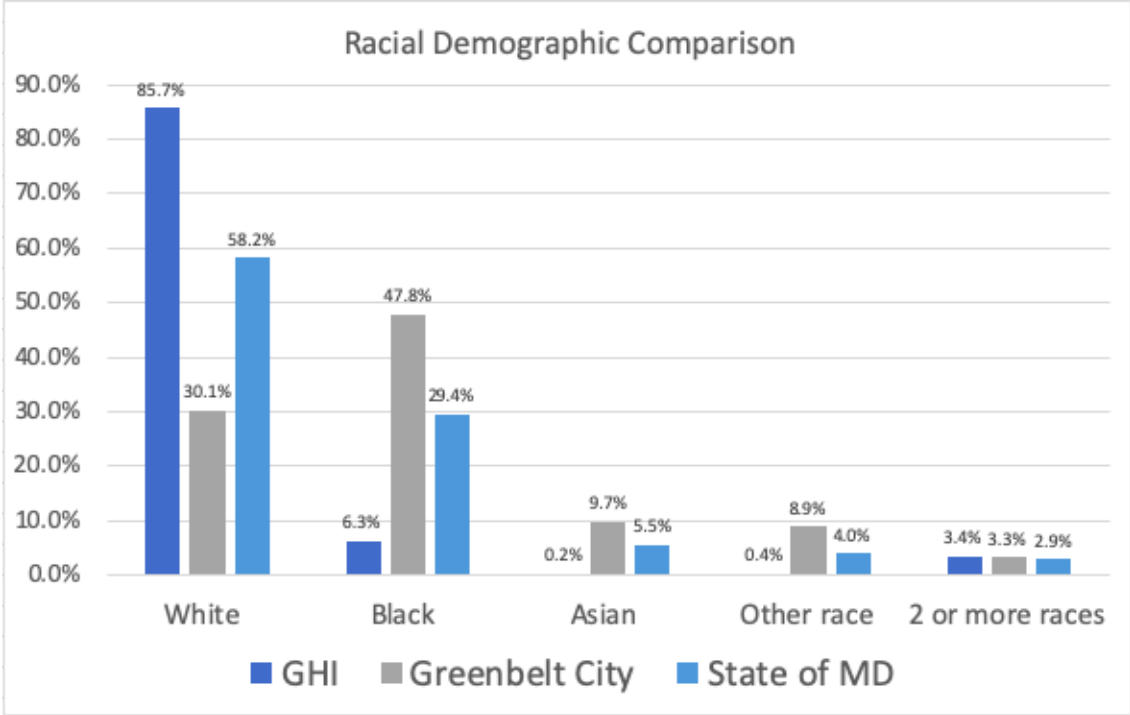


3. Finally, members were requested to list the challenges (internal or external) facing GHI over the next 30 years: list the challenges (internal or external) you see GHI facing over the next 30 years.
  - Responses were grouped and analyzed as presented in the graph below.



# Demographics

In the member survey, our community said it values diversity and inclusivity, but the 2010 census data does not reflect it. GHI's population is much whiter and older than the city and state. Will the 2020 census data reveal any shifts? For the cooperative's long-term health and viability, it is important to understand and address these differences and create a community that is open and accessible for all.



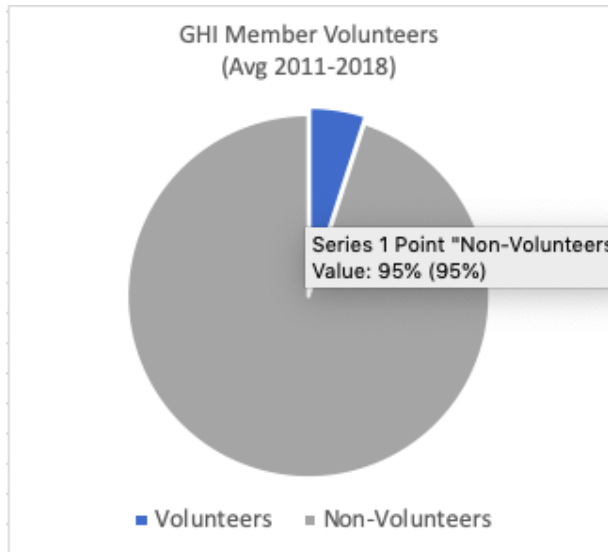
### Member Views

“I think GHI needs to do a better job of adapting to diverse communities. For example, if someone speaks Spanish it would be hard for them to move here because all the nuances of purchasing a share in the Co-op.”

“GHI is less diverse than the community surrounding it. I would love to see it grow in diversity and give more preference to people adversely affected by historical disenfranchisement.”

Challenge: “Social isolation. The less connected our members are to one another, the less concerned we will be for their good. The less concerned we are about each other, the less we'll want to bear the costs of mutual ownership. If our relationships grow cold, cooperative living won't make any sense--we'll just think about what's good for me, the individual. Our broader culture is moving us rapidly toward disconnection and self-centered living, and we can't ignore its impact on us--we'll have to actively and purposefully work against that in GHI. If we don't know and care about each other, this whole thing unravels.”

### Member Engagement



With approximately 1600 homes and many long-term members, one might expect the membership to be fairly engaged in the management and well-being of the GHI Co-op. Yet, the data shows that the majority of members do not actively participate in either voting or volunteering on one of the 10+ committees. On average, between 2014-2018 only 13% of the membership voted in the annual elections, where board members were selected. Volunteer participation averaged 5% during the same timeframe.

There are several factors that may explain the lack of member participation. Members may be too busy, feel unskilled or unable to make a difference, apathetic toward issues, or generally uninformed of the volunteer opportunities. Regardless, disengagement is an area of concern that should be addressed to ensure long-term commitment to both the Co-op and community.

(voting data came from Tom Jones & volunteer data was from staff committee listings through the years)

### Member Views

Challenge: “Management: (a) treating members as renters vs. member-owners, and (b) focus on Community Association training vs. cooperative housing training. Board: (a) Not recognizing that one of the fundamental principles of co-ops is that they are participatory democracies; (b) lack of transparency and lack of communication with the membership; (c) not relying on professional advice when warranted; (d) length of service by some board members has been too long (resulting in stagnation) vs. offering opportunities for new leadership”

“...Within the GHI community itself, I see the biggest problem as being the lack of skills (or perhaps willingness) to have difficult conversations or even easy conversations that involve decision making. This effort to impose - and I choose that word consciously - an entirely artificial style of meeting management is a huge turnoff to a large % of the residents here, and in my opinion is a major factor leading to very low levels of participation.”

## Physical Assets

The committee has reviewed information on the physical assets of GHI, including land, housing units, and related infrastructure (non-residential structures, playgrounds, parking lots and other paved surface, stormwater management facilities, water supply, and waste disposal pipes, trees in yards and common areas, vehicles, maintenance tools, and office equipment; as well as apartments and garages owned by our subsidiary corporation (the Greenbelt Development Corporation or GDC)). This information is detailed in a separate report, with information that helps us consider long-term needs highlighted in the following paragraphs.

We, the members of GHI, own 250.7 acres of land. The following table and information describe the breakdown of our physical assets.

<b>GHI owned assets:</b>	<b>Number of units</b>
- Homes (yards)	1,600
- Garages	375
- Playgrounds	7
- Vehicles	33
- Common and paved areas	-
<b>GDC owned assets:</b>	
- Apartment units	60
- Garages	52

*Housing units*

- GHI owns 1600 housing units, including 1571 rowhouses (distributed among 328 buildings) and nine detached single-family homes. These 1600 homes are split into three groups for the purposes of calculating and collecting co-op fees: 579 masonry (256 block, 318 brick, 5 single family homes), 992 frame, and 29 larger homes. Of these homes, 806 have additions, of which 109 are not part of the addition maintenance program.

*Playgrounds*

- Seven playgrounds that GHI is responsible for 25% of the maintenance costs. Twelve playgrounds are on city land, surrounded by or adjacent to GHI land, but owned and maintained by the city of Greenbelt.

*Underground sanitary sewer*

- Several types of underground pipes are owned and maintained by GHI, including water supply, waste water disposal, and storm water drainage pipes. Some underground pipes within GHI are owned by WSSC.

Other important physical assets owned and maintained by GHI are trees within our yards and common area, retaining walls, paved pedestrian paths, administrative buildings, various movable assets (vehicles, maintenance tools, and office equipment (including computers and software)), and the property held by our GDC subsidiary (apartments, garages, and 5.28 acres of land).

Review of information on our housing units and related infrastructure indicates that current planning for annual budgets and replacement reserve studies is adequately anticipating most of the co-op's needs, although several issues require immediate attention:

- 1) The upgrades to GHI's information technology currently being planned by the Systems Task Force are essential for consolidating information on the co-op's assets such that further analysis can contribute to long-range planning.
- 2) GHI's senior management staff are concerned that the co-op needs to define issues in structural use-life, with costs enumerated. The most pressing issue here is that plumbing pipes and electrical lines inside the walls of our homes need to be replaced over this decade. This will be an expensive and disruptive process. Thus careful study is needed of the overall cost over time of maintaining our homes, with the goal of determining an effective cost per square foot of owning and maintaining these homes. This study may suggest that some of our homes should be replaced before investing in the plumbing and electrical renovations. Values in addition to monetary costs need to be considered here, including affordability for members with low and/or fixed incomes, the historical significance of our community, and the environmental impacts of our decisions. The membership needs to be informed of this situation so that members' input can be part of this process.
- 3) Issues of environmental sustainability impact decisions about maintaining the viability of our housing, the supporting infrastructure, and our land. This requires coordination of long-range

planning with the Buildings Committee (specifically with its Sustainability Sub-Committee and its Storm Water Management Task Force), the Woodlands Committee, and Architectural Review Committee.

## GHI's Replacement Reserve Study January 3, 2019

The replacement reserve allows GHI to complete large projects without borrowing money. Each member's monthly co-op fees contribute to the replacement reserve for their respective home types and are calculated based on projected cost of future maintenance.

### *Overall Total*

- The three reserve balances totaled \$7,983,915 at the end of 2018.
- This total will reach a low point of \$2,217,637 at the end of 2034.
- Thereafter the total of the three balances rises gradually so that it is over 25 million by 2047.
- The DMA reserve specialists we hired in 2018 recommended that the reserve balance not fall below 40% of the average expenditures for the first 20 years.
- But the total of the three balances never drops below 80% of that average.
- So, these numbers have a very generous allowance for errors in projections — there should be almost no chance that we would have to borrow at some point for total reserves.
- However, there is a small chance that one of the three reserve balances could become negative in some years, necessitating borrowing (for at most two years) from one of the other two reserve balances. But since the three reserve balances hit their lows in different years, the overall total remains extremely healthy.
- These projections are based on the DMA company's 30-year study that GHI contracted for (2018-2047), finished in January of 2019. They assume that the average inflation rate over the coming 30 years is 2.49%. So, the 2047 dollar amounts shown here would be only half as much if expressed in 2018 dollars.

### *Masonry Homes*

- The 579 Masonry Homes contributed \$776,381 in 2018 (an average of \$1,341 per home).
- The reserve balance was \$1,753,226 at the end of 2018, so \$3,028 per home (579 homes).
- The reserve study requires an increase of 4.3% per year to the Masonry Homes replacement reserve, to make sure there is always enough money available for projected reserve expenditures.
- The reserve balance will then hit a low point of \$108,774 at the end of 2034, because of the projected cost of over 12 million dollars to fix the supply and waste piping during 2030-2034.
- Thereafter the reserve balance rises gradually so that it is over \$6M by 2047.
- Note that the reserve balance would be negative in 2034 if the percentage increase were 4.2%.

### *Frame Homes*

- The 992 Frame Homes contributed \$995,401 in 2018 (an average of \$1,003 per home).
- The reserve balance was \$6,002,136 at the end of 2018, so \$6,051 per home (992 homes).

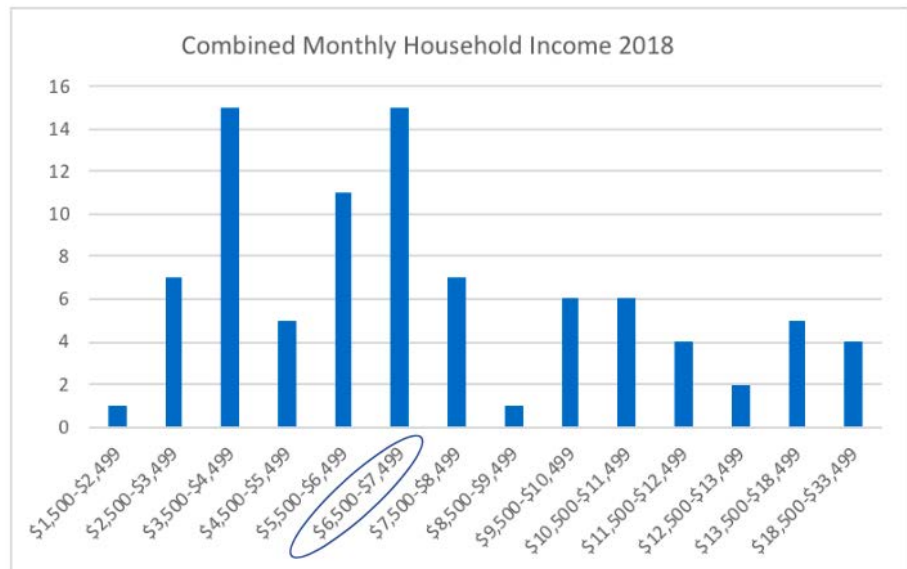
- The reserve study requires an increase of 3.4% per year to the Frame Homes replacement reserve, to make sure there is always enough money available for projected reserve expenditures.
- The reserve balance will then hit a low of \$72,551 at the end of 2028, because of the projected cost of over 9 million dollars to fix the supply and waste piping during 2024-2028.
- Thereafter the reserve balance rises gradually so that it is over \$19M by 2047.
- Note that the reserve balance would be negative in 2028 if the percentage increase were 3.3%.

*Larger Homes*

- The 29 Larger Homes contributed \$29,984, in 2018 (an average of \$1,034 per home).
- The reserve balance was \$228,553 at the end of 2018, so \$7,881 per home (29 homes).
- The reserve study requires an increase of 6.2% per year to the Larger Homes replacement reserve, to make sure there is always enough money available for projected reserve expenditures.
- The reserve balance will then hit a low of \$30,028 at the end of 2043, because of the projected cost of over \$650,000 to replace electrical systems and roofs in 2041-2043.
- Thereafter the reserve balance rises gradually so that it is \$377,000 by 2047.
- Note that the reserve balance would be negative in 2043 if the percentage increase were 6.1%.

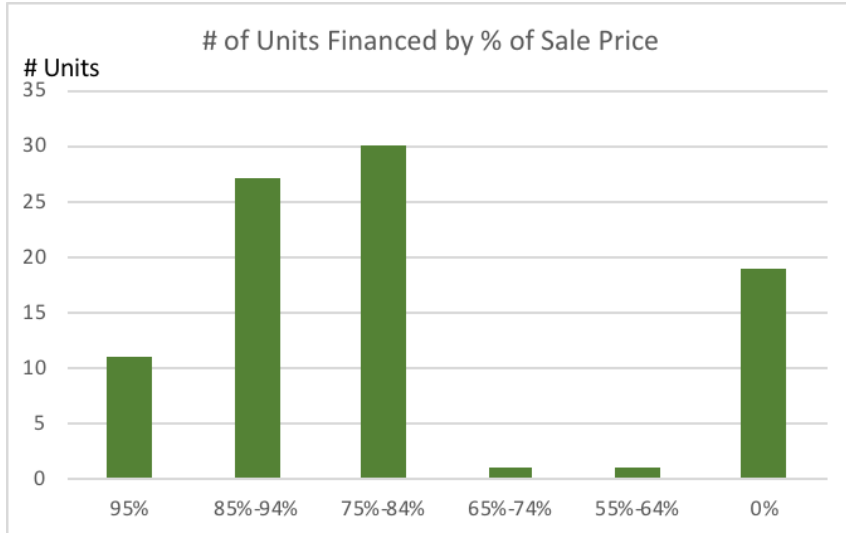
## Value of our homes (2018 Sales Data)

The majority of homes that were purchased in 2018 financed between 75% and 95% of the purchase price. Of the 89 home purchases, 19 paid all cash for the home. Along with a wide variety of purchase prices and home sizes, there is also a wide variety of combined household incomes. The median Maryland household income in 2018 was [\\$83,242](#), ([\\$83,034 in Prince George's County](#)) a monthly income of over \$6,900. This group is circled in the chart for comparison.





2018 New Member Financial Data

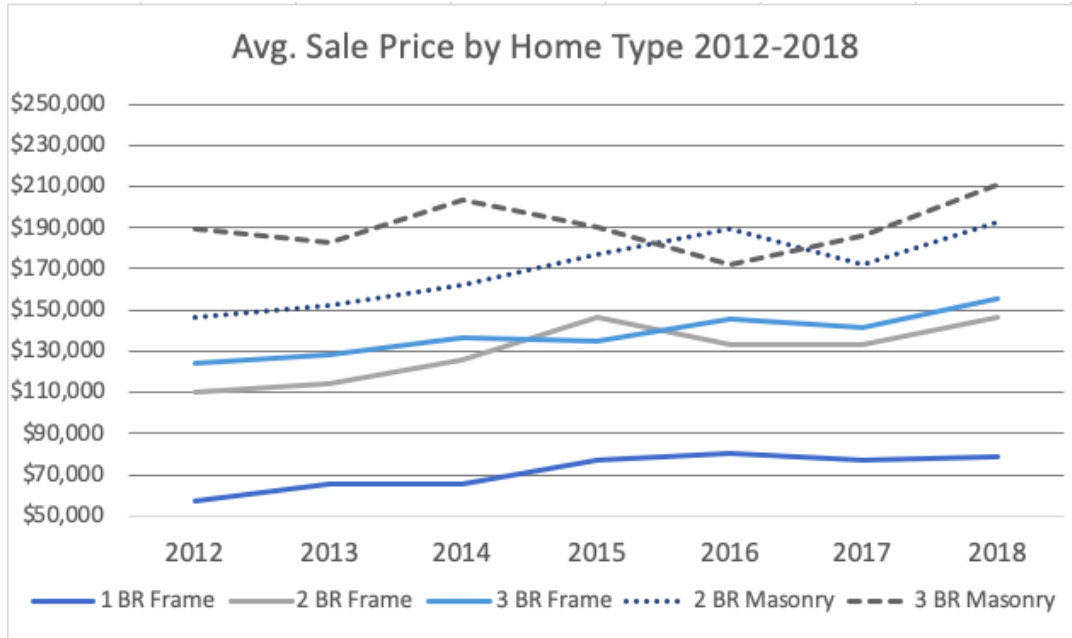


GHI’s homes come in a wide variety of size, layout, and style. In 2018, 89 units were bought and sold. Of these units, more than half (48) were two- and three-bedroom frame units. The sales price for each type of home ranged around \$30K to \$40K, but two-bedroom frame units with additions had the widest range, at \$100K. The median household value in Prince

George’s county in 2018 was \$320K. All but one of the GHI homes sold in 2018 was below the median PG County value. Homes ranged in value depending on size, additions, and home type, as seen in the below table.

Type and Price of GHI Home Sales in 2018

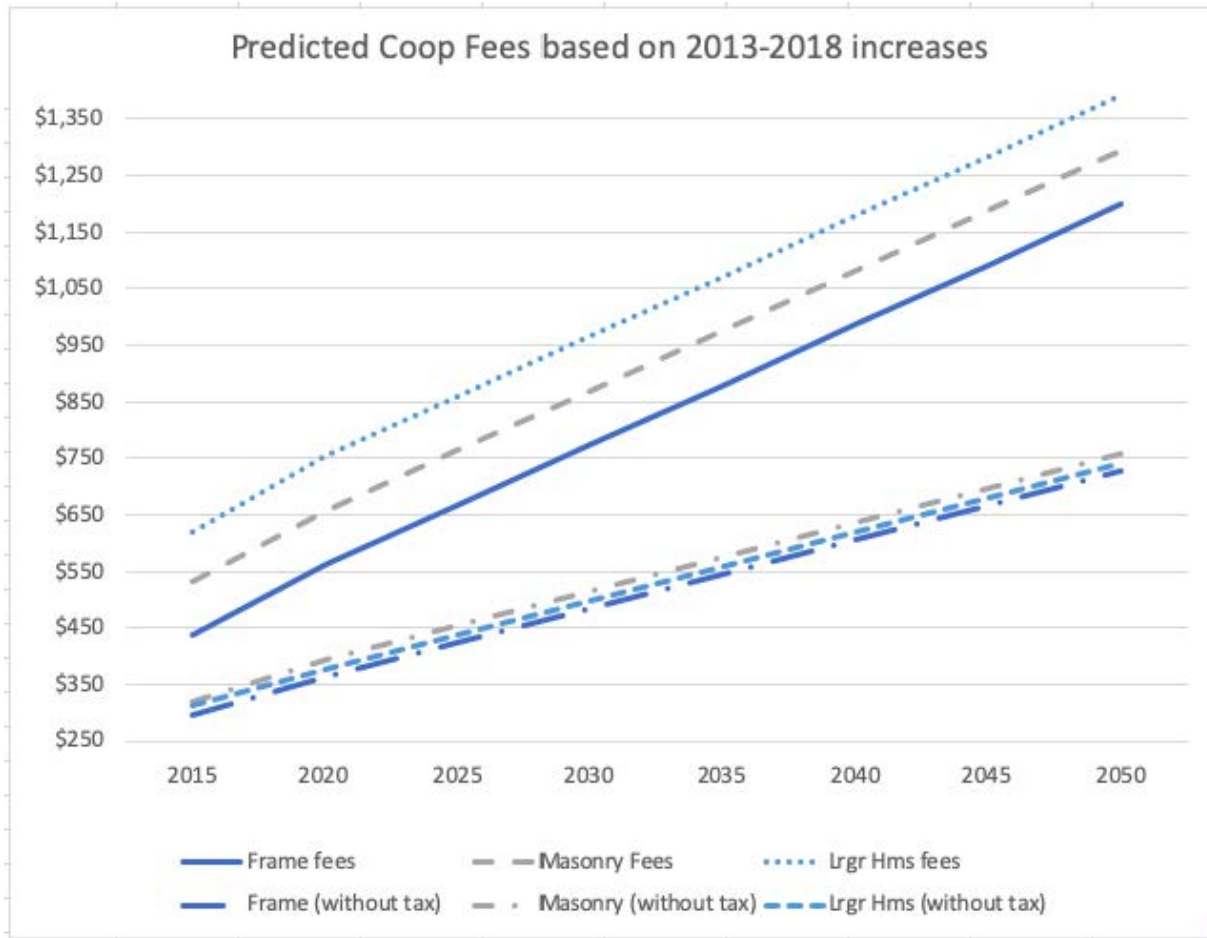
Home type	# Sold	Price Range
Frame 1 bedroom	9	65K-95K
Frame 2 bedroom original	15	115K-160K
Frame 2 bedroom + addition	17	120K-220K
Frame 3 bedroom original	11	125K-170K
Frame 3 bedroom + addition	5	166K-240K
Masonry 1 bedroom	3	120K-127K
Masonry 2 bedroom original	10	170K-212K
Masonry 2 bedroom + addition/garage	8	150K-222K
Masonry 3 bedroom original	5	195K-210K
Masonry 3 bedroom + addition	2	239K-260K
Townhouse 4 bedroom	3	285K-290K
Single-family 4 bedroom	1	330K
Total	89	



The DC metro area and our part of Maryland, in particular, are very expensive. In the [2018 cost of living index](#), Washington, DC ranked 9<sup>th</sup> most expensive place to live in the US. Other DC suburbs also top the charts. Rockville, MD is number 7 and Arlington, VA is number 11. In comparison, other major cities famed for their high cost of living fall well below. Los Angeles, CA is ranked 24 and Chicago, IL 35 for example. The 2018 median property value in Prince George's county was [\\$320,500](#), Greenbelt, MD was \$201,000. The median home cost in Greenbelt was 189.9% lower than the median home cost in Washington DC. It's important to consider the convenient location of GHI, commutable to DC, Baltimore, and other major areas of employment. However, in a [recent Maryland state report](#), Maryland homes are not regaining value at the same rate as other US homes. The report states, "compared to their respective peak quarters, Maryland's current home values are inflation-adjusted 24.5 percent below the peak, while national home prices are 4.3 percent below their peak."

#### *Fee Trends (historical and predicted)*

The below trends were generated with regression analysis to predict the future movement of the co-op fee. Using data from 2013 to 2018, we predicted the growth in co-op fees with and without taxes. The majority of fee increases were due to the property tax increase. Property tax is predicted to be the main driver of co-op fees in the future, a cost outside of GHIs control. In addition to property tax, other costs mandatory items that are beyond the control of GHI are also increasing in price, such as insurance costs. Even so other than taxes, co-op fees are increasing steadily to meet, but not greatly exceed inflation.



### Member Views

“As our GHI homes age, grounds shift, trees die homes are rehabbed, all kinds of problems are surfacing. It's impossible not to increase Co-op fees to pay for repairs. I worry that something important like major maintenance might be discontinued and I would need to move.”

“I really appreciate the inclusion of major maintenance! I do understand the value of that. I also understand the labor cost of employees-- benefits (reirement and healthcare and ancillary insurance) and just the FICA and unemployment commitment. It's a committment to have employees, but worth it.”

### Staff Interviews

In September 2019 the Long Range Planning Committee met with senior GHI staff. The committee asked one question: “looking over the next 30 years, what does staff see as the critical issues facing this co-op?” The immediate answer was that the co-op is facing both threats and opportunities. Threats were defined as issues and situations that can disrupt GHI’s viability.

The first threat discussed was that if GHI does not continue to be affordable to both existing and new members we could find ourselves in a situation where a developer could try to buy the property from the co-op. Protecting the co-op from such a situation requires that we remain affordable while also adjusting to being attractive to new members.

The most immediate threat discussed was that our structures and supporting infrastructure are not going to last forever. We are now in the final year of the HIP, and HIP is extending the life of homes to facilitate time for long-range planning. However, our homes are over 80 years old, which is an age at which many property owners decide to rebuild. To deal with this the co-op needs to define issues in structural use-life, with costs enumerated. The most pressing issue here is that plumbing pipes and electrical lines inside the walls of our homes need to be replaced over this decade. This will be an expensive and disruptive process. Thus, careful study is needed for the overall cost over time of maintaining our homes, to determine an effective cost per square foot of owning and maintaining these homes. This study may lead to decisions that some of our homes should be replaced before investing in the plumbing and electrical renovations. The membership needs to be informed of this situation so that members' input can be part of this process.

During this meeting GHI's senior staff also discussed issues concerning marketing, environmental sustainability, upgrading information technology, community, and culture, communications, governance, revenue generation, cost reduction, staff recruitment, retaining staff, and adding amenities. Many potentially useful suggestions came out of these discussions. Although there is not space in this report to go into detail in this, these ideas will be explored further with both staff and the membership.

### **Member Views**

#### Strengths

"-Our members. We're a different sort of people--people who mutually own the neighborhood. Just by being a member we've demonstrated an openness to defying convention and thinking and doing things differently. I wonder what other great things we could do that most people would never consider? -Our legacy. Our roots of associational living and community involvement are continual reminders of a different way to live. -Our layout. The protection of nature and the promotion of community and connection are an incredible asset."

"Life style - easy, convenient, simple, connected to other members, nature and community, easy to access (to working paths, town center, lake, services, etc.) safe pastoral, ordered. Great place for Elders to age in place - ? Maintenance support and close neighbors. Diverse, close community of people committed to cooperative living."

"The feeling of community I have in my court. -Affordability. -The reasonable size of my home and garden areas--manageable by a person living alone."

“The asset of GHI that is most important + relevant to me is the Maintenance Staff + Department. I have lived in GHI for 40 years- as time goes by I rely on GHI maintenance more and more to help me keep my house functioning and in good shape. I think of us as a team to maintain the home. I feel together it will make it possible to live in my GHI home for a lifetime. It does take Administrative effort to keep the Main. Dept. running though.”

“On-going maintenance as well as improvement programs (e.g., HIP) which preserve the integrity of our units. Lack of these could lead to disintegration of our homes since many residents are unable physically and financially to do so themselves.”

“Having maintenance needs attended to via co-op fees. Ability to influence decisions impacting the community in the spirit of cooperative principles.”

“- An alternative to private ownership - Having much of maintenance covered - The opportunities for the membership to shape our future - The community feeling”

“Disciplined planning, budgeting, and operations Transparent decision making Dedicated and knowledgeable volunteers and long term staff members”

“The community and the land it sits on are GHI's greatest strengths. The people who live here are unique and truly cherish this piece of land and what it offers. The convenience of close proximity to major cities in the DC area while maintaining small town charm is what makes this space really special. It's also really affordable for first time home buyers who grew up in neighboring cities and want to stay close to home without breaking the bank. “

### Challenges

“To remain or again become affordable, as "rezoning" impacts our taxes, probably raising them. To treat our staff decently and with respect. To maintain our records effectively. To strengthen our democratic governance, remembering that some are frightened by aggressiveness-or-hostility so they won't speak up, even though we are all owners together.”

“Number one has to be rising costs. The land is increasingly more valuable than our old homes. Property taxes keep rising even though we have so-so homes. Encroaching development is a concern. Very relieved the FBI move was scuttled. Thinking outside the box, maybe we could gradually buy out some courts and replace the houses with duplexes with a carport on either end (not under). All the latest--solar powered, electric recharging stations. Open floor plans. Still utilizing the court idea. Just more energy efficient with a lot more privacy.”

“Houses getting even older. Challenge to attract young families w/children. Old people are getting older still. Need a comprehensive plan to adapt some houses with first floor power rooms, bedrooms and/or stair lifts. Maybe GHI should buy some units that are for sale and upgrade for elderly, disabled, etc.”

“Maintaining the "small town" feel in the midst of growth, traffic. Apparently, crime. Not enough active volunteers to keep GHI and all our cooperative businesses and schools healthy. Promoting healthy racial diversity and cultural competency in our community. Protecting green space. Intergenerational cooperation and support for both aging population and young families + singles.”

“Our housing is already past its architecturally intended life span, will there come a time when repair is no longer possible? We may need to consider adding a co-housing component if that form of housing becomes popular. “

“GHI is on its way to no longer being affordable. It is unacceptable that my GHI fee is now the same as my mortgage. I do not believe that GHI cares if it is possible for people on a fixed income to live in GHI. There is no attempt to keep GHI fees reasonable - it is excuse after excuse why it must increase. I also have serious concerns that the new zoning will destroy Greenbelt and its open spaces. I also strongly believe that GHI will continue the downward spiral that it is on if there is no way to put a term limit on the Board and to control the way the Board is trying to take more and more power from the members.”

“...GHI must pay attention to PG County govt. activities more closely. GHI should not collude with pro-dense development promoters against the wishes of the members/owners.”

“Protecting and preserving our community spaces and woodland areas from development pressures. Attracting a more diverse community. Connecting and integrating GHI and old Greenbelt to our surrounding communities. Board values vs. membership values. The Board's communication and transparency with membership needs significant improvement. Major actions like proposed changes to bylaws should be communicated to the membership before changes are proposed and before lawyers are consulted. Communication and instructions between the board and staff must be much more transparent.”

“-Climate-related weather events -Building cultural diversity -Developing new emerging volunteer leadership”

“30 years from now we'll be half way through the 21st century, and GHI needs to be a more agile, adaptive, responsive, transparent, self-correcting entity that fully and rapidly embraces technological changes in order to be viable. Management should be less

hierarchical and bureaucratic. (And less patronizing--one gets a sense that BOD and staff think members are the unruly and ignorant hoi polloi who need to be reined in.) “

## Next Steps in the Long-Range Planning Process

### *Identifying Priorities and Goals*

After completing the discovery/data-gathering phase, the next stage is identifying strategic priorities for long-range planning, using all the information we've gathered to date, including member survey responses, staff input, and suggestions from GHI committees. During this phase, the committee will develop goals and high-level solutions to address the challenges we face as a cooperative.

### *Review*

After drafting a plan, the committee will present it to the GHI community, soliciting feedback and suggested solutions for the goals identified. We will use various communication methods to engage with members, committees, staff, Board, and city stakeholders.

### *Implementation*

This phase will need to be defined by the Board and staff management. Ideally, there would be a detailed implementation plan with a timeline, strategies, and tasks for each goal. The implementation would be regularly evaluated and the plan adjusted as needed.

### *Member Involvement*

We welcome member input throughout the process. Your ideas and involvement are critical to our cooperative's health and sustainability. If you would like to communicate with the committee about this report or any other issue, [ghi.lrpc@gmail.com](mailto:ghi.lrpc@gmail.com). You can also attend our committee meetings, the third Tuesday at 7 pm at the GHI office.

**From:** [\(redacted\)](#)  
**To:** [Eldon Ralph](#); [Neron Adams-Escalera](#); [GHI President](#)  
**Subject:** Zoom Board Meetings  
**Date:** Wednesday, June 10, 2020 5:12:52 PM

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Good Evening,

I am writing to inquire about the Zoom Board Meetings. I recently reached out to Maesha McNeill, who explained to me that the Zoom meetings are recorded, but the recordings are deleted after the minutes are completed. Ms. McNeill explained that this is because the Executive Sessions are also recorded, and since those are confidential to Board members only, the recordings of the Open Session are therefore not available to members.

Although the timing of the Board Meetings is still a difficult time for me to attend, I am very happy to see that these meetings continue to be accessible to members even during the stay-at-home order and various phases of the county closure. I hope that this is a practice that continues, as virtual Board meetings make the meetings more accessible to all members. This could be due to the time requirement to attend a meeting, the small size of the Board room, a difficulty with hearing or sitting in hard chairs for long periods of time, or (once the county opens up further in the future) a health concern about attending public events in enclosed spaces.

I am curious if there are plans to post the recordings for members to view at a later date? As I mentioned, regardless of the virtual platform, the 7:45pm meeting on Thursday evenings is inconvenient to me nonetheless. Being that a recorded meeting to view later would be convenient to me, I can only imagine how many other members may also find a recording to watch at a later date more convenient. After all, the purpose of the Open Session is for members to both gain and share information. A recorded and posted video of the meeting would continue to build upon the accessibility that these Zoom meetings are beginning to create for all members of our cooperative regardless of their time constraints, personal/work schedule, or personal needs.

If there are future plans to share these recordings with members, when is it anticipated to happen? If there are not plans, can you please explain why? I think this would be a great way for members to continue to be involved and learn about our cooperative. Even though members would not be able to participate in the meeting if they watch the recording at a later date, they would have access to the information, and therefore be able to make arrangements to attend a future meeting if deemed necessary.

I propose a solution to the problem that Ms. McNeill shared with me. It is understandable that Executive Sessions are closed and thereby confidential. Two possible solutions for members to have access to the Open Session are: (1) Stop the recording at the end of the Executive Session and restart at the beginning of the Open Session; (2) Clip the recording so that the video shared with members is only of the Open Session,

I appreciate your time and consideration, and I look forward to hearing back from you.

Sincerely,  
(redacted)



**Charter for the Greenbelt Homes, Inc. (GHI) Investment Committee**

The Investment Committee, is created by the GHI Board of Directors (BOD), and is empowered to invest such cooperative recommend investments of the funds that are not needed for current operations of the corporation. The committee shall be comprised of a minimum of five persons, all GHI members, the majority of whom shall also be members of the BOD. The GHI Director of Finance shall serve as the committee's Staff Liaison.

The Investment Committee shall:

- Invest Recommend to the BOD investments of the cooperative's funds in accordance with the Bylaws adopted by the membership of the cooperative and in accordance with the Investment Policy adopted by the BOD.
- Recommend to the BOD firms to invest these funds and to serve as financial adviser.
- Consult with independent professional financial advisers as appropriate.
- Exercise sound judgment in matters concerning GHI's investments.
- Monitor investments to ensure that funds are available when needed for operations, replacements, or other capital projects.
- Monitor investments to assure compliance with state and federal investment regulations.
- Evaluate the status of investments, at least quarterly, to assure compliance with the goals of GHI's Investment Policy.
- Make a written report to the BOD, at least semi-annually.
- Prepare a report for inclusion in GHI's annual report to the membership.
- Recommend modifications of the Investment Policy, if and as appropriate.
- Recommend modifications to the Investment Committee Charter, if and as appropriate.
- Carry out other duties as assigned by the BOD

Attachments: Section 9 of GHI Bylaws  
GHI Investment Policy

## Bylaws

### **§9. Loans and Investments.**

The Board of Directors shall have the authority to invest the funds of the Corporation, exercising sound judgment and consulting with independent professionals as appropriate. An investment policy and guidelines shall be established and reviewed periodically by the Board. A two thirds vote of the entire Board shall be necessary to change the investment policy. The Board shall ensure that the funds of the Corporation are invested in keeping with the requirements of the investment policy and that the performance of these investments is carefully monitored. The Board shall report to the members annually on the status and performance of all investments. As part of the annual financial audit, the auditor will review investments for compliance with the current investment policy.

### **INVESTMENT POLICY- GREENBELT HOMES, INC.**

Dated 12/15/2011

The Board is responsible for overseeing the administrative and investment management policies of the corporation. This includes, but is not limited to, the selection of the appropriate asset allocation, allowable ranges of holdings by asset class, the selection of investment managers, as well as defining acceptable securities, investment performance expectations, and monitoring compliance with state and federal investment regulators. The Board will communicate investment policy, guidelines, and performance expectation to the Investment Managers. In addition, the Board will also review and evaluate investment performance regularly to assure the policy is being followed and progress is being made toward achieving the objectives.

#### **Investment Objectives**

- A. Preservation of Purchasing Power. Asset growth of contributions and withdrawals should exceed the rate of inflation to preserve the purchasing power of the Fund's assets.
- B. Preservation of Capital. Capital is to be protected.
- C. Total Return. The investment should achieve as high a rate of return as is prudent.

#### **Investment Guidelines**

High levels of risks are to be avoided.

The assumption of controlled risk is warranted and encouraged to allow the opportunity to achieve satisfactory long-term results.

Investments should be for a period of time consistent with the needs of the cooperative.

Undue speculation is to be avoided.

The status of the investments will be evaluated at least quarterly.

Consideration should be given to co-op business ventures.

Investments eligible for purchase will have the following characteristics:

1. They must be readily marketable at a fair price, which is readily ascertainable.
2. They must be in one of the following approved asset types:
  - A. Long term investments (maturities greater than 1 year from date of purchase):

- i. At the time of purchase at least 80% shall be invested in one or more of the following:
    - a. U.S. government treasuries, agency securities and agency backed obligations; or
    - b. Certificates of deposit, federally insured (U.S.A.);
    - c. Commercial paper rated BBB or better;
    - d. Corporate notes and bonds rated BBB or better;
    - e. Money funds;
    - f. Share loans to GHI members;
    - g. Mutual bonds having an average rating of at least A;
    - h. Internal loans to GHI and its subsidiaries
  - ii. At the time of purchase, no more than 20% may be invested in the following:
    - a. Small, medium or large cap mutual funds
    - b. Cooperative business ventures.
- B. Operating funds shall be invested in:
- i. U.S. government agency securities and agency backed obligations;
  - ii. Certificates of deposit;
  - iii. Bank repurchase agreements secured by U.S. government securities;
  - iv. Federally insured bank accounts.
- C. The following types of investments are prohibited:
- i. Commodities;
  - ii. Letter stocks and bonds;
  - iii. Margin purchases;
  - iv. Partnerships;
  - v. Venture capital;
  - vi. Direct foreign (non-U.S.A. based) investments.
- D. Investments should be well diversified to avoid undue exposure to any single economic factor, industry group, or individual security.
- i. At the time of purchase, no more than 7% of the total assets shall be invested in the securities of any one corporation.
  - ii. At the time of purchase, no more that 25% of the total assets shall be invested in any one industry.
  - iii. At the time of purchase, investment in any issue (debt or equity) shall represent not more than 7% of the total issue.
  - iv. The above percentage limitations do not apply to the following:
    - a. Obligations of the U.S. government;
    - b. Obligations of U.S. government agencies.
    - c. U.S. Government agency backed obligations that they guarantee.

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(Proposed revision 04/23/2020)

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- Recommend modifications of the Investment Policy as appropriate.
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- Carry out other duties as assigned by the BOD

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    - d. Corporate notes and bonds rated BBB or better;
    - e. Money funds;
    - f. Share loans to GHI members;
    - g. Mutual bonds having an average rating of at least A;
    - h. Internal loans to GHI and its subsidiaries
  - ii. At the time of purchase, no more than 20% may be invested in the following:
    - a. Small, medium or large cap mutual funds
    - b. Cooperative business ventures.
- B. Operating funds shall be invested in:
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  - ii. Certificates of deposit;
  - iii. Bank repurchase agreements secured by U.S. government securities;
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- C. The following types of investments are prohibited:
- i. Commodities;
  - ii. Letter stocks and bonds;
  - iii. Margin purchases;
  - iv. Partnerships;
  - v. Venture capital;
  - vi. Direct foreign (non-U.S.A. based) investments.
- D. Investments should be well diversified to avoid undue exposure to any single economic factor, industry group, or individual security.
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  - ii. At the time of purchase, no more that 25% of the total assets shall be invested in any one industry.
  - iii. At the time of purchase, investment in any issue (debt or equity) shall represent not more than 7% of the total issue.
  - iv. The above percentage limitations do not apply to the following:
    - a. Obligations of the U.S. government;
    - b. Obligations of U.S. government agencies.
    - c. U.S. Government agency backed obligations that they guarantee.

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previous 6Apr2011

**Policy Regarding Unlocking Crawl Space & Boiler Room Doors**

~~In order to improve the efficiency of maintenance operations, the Board of Directors recently approved a revision to the policy regarding unlocking of crawlspace and boiler room doors. The revised policy is as follows:~~

~~Boiler Rooms and~~ Crawl Space areas (~~hear here~~after referred to as “crawl spaces”) under GHI town homes are classified as confined spaces. For safety and liability reasons, GHI enforces restrictions as to who can enter and what type of work should be performed in these areas. The following procedure shall be followed ~~with regard to~~regarding unlocking of crawl spaces:

1. Members who wish to personally enter crawl spaces shall first contact the ~~Staff Engineer~~GHI maintenance department and fill out a member request form. If the request is approved, the member will be requested to sign the form which releases GHI from any liability that may arise from the member entering crawl spaces. Staff will then make arrangements to open the locked doors to provide entry and will close the doors upon the member’s exit. Thereafter, GHI maintenance staff will inspect the crawl space, and the member will be responsible to repair any damages discovered as a result of the visit. If the repair is not accomplished in a timely manner, GHI shall perform the repair on a Fee-for-Service (FFS) basis and invoice the member.
2. GHI will provide access to crawl spaces for Utility Companies (PEPCO, WSSC, etc) and Cable/Phone Companies (Comcast, Verizon, etc) for service with the following restrictions:
  - a. For service during normal GHI business hours (7:30 a.m. to 5:30 p.m. Monday-Thursday, 7:30 a.m. to 4:30 p.m. every other Friday), members shall advise the company technician to pick up an access key at GHI offices at 1 Hamilton Place. Technicians will be asked to produce identification and contact information. They shall lock the crawl space and return the key to GHI offices upon completing their work. GHI maintenance will inspect the crawl space, and the member will be responsible to contact the utility to repair any damages discovered as a result of the visit. If the repair is not accomplished in a timely manner, GHI shall perform the repair on a Fee-for-Service (FFS) basis, and invoice the member.
  - b. For after-hours and weekend service requests, members shall contact GHI’s after-hour emergency maintenance answering service (301-474-6011) to arrange for crawl space access. Non-emergency service requests are subject to a \$50 after-hour access fee to cover staff overtime costs. Refer to GHI On-Call Emergency Response List at <http://www.ghi.coop/oncallemergencies.htm> for board-approved emergencies. Procedures for opening and closing crawl space doors, and responsibility for maintenance inspection and member repairs are the same as 2.a. above
3. GHI will provide access to crawl spaces for certified contractors conducting work for members with the following restrictions:
  - a. All access must be authorized by the GHI ~~Staff Engineer~~Technical Services and contractors are requested to sign a form which releases GHI from any liability that may arise from entering crawl spaces. Contractors shall produce a copy of approved GHI permit(s) for the scope of work before beginning any work.

- b. For work during normal GHI business hours (7:30 a.m. to 5:30 p.m. M-Th, 7:30 a.m. to 4:30 p.m. every other Friday), members shall advise their contractor to pick up an access key at GHI offices at 1 Hamilton Place.
- c. For scheduled after-hours and weekend contractor work, members shall advise their contractor to make arrangements to pick up crawl space access keys during normal business hours.
- d. Contractors shall lock the crawl space and return the key to GHI offices at the end of each working day. Special arrangements may be made with ~~the Staff Engineer~~ [Technical Services](#) for contractors to retain a crawl space key for approved work spanning multiple days on a case-by-case basis.
- ~~d.~~e. At the time of final inspection, GHI Technical Services staff will inspect the crawl space, and the member will be responsible to repair any damages discovered as a result of the visit. If the repair is not accomplished in a timely manner, GHI shall perform the repair on a Fee-for-Service (FFS) basis, and invoice the member.

All technicians and contractors are liable for any damage occurring while they are in the crawl~~s~~pace. Special exceptions for crawl space access may be accepted on a case-by-case.



**Member Request to Enter Crawl Spaces**

I.....of .....(specify address)  
propose to enter the crawl space area beneath my unit to undertake the following work:

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**Member Liability Release**

I understand that the crawl spaces contain plumbing pipes, live electrical lines, other utility cables, insulation and may contain pests and other hazards. I agree to assume responsibility for any personal risks I may encounter and for any damage caused by me, either accidentally or by my proposed work. I further agree to report any such damage or problems promptly to the maintenance office.

Herewith, by my signature below, I agree to indemnify and hold harmless Greenbelt Homes, Inc. from any and all claims, law suits or any other type of liability that may arise because of or in conjunction with the work performed by me in the crawl space below .....  
(specify row of homes).

\_\_\_\_\_  
**Member  
Staff Engineer**

\_\_\_\_\_  
**Approved by Director Maintenance/ Tech. Svcs.**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Date**

## 2019-2020 Strategic Action Plan

As of 7/2/2020

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	Complete Year 4 of HIP; begin Year 5.	A	X		X	Year 5 is in progress.	Ongoing
		A.1.b	Review Year 4 and make process improvements for final year of HIP.	A	X		X	Process improvements have been made.	complete
		A.1.c	Revise HIP survey based on year 4 experience.	A		BLD	X	Survey form was revised	complete
		A.1.d	Continue member education - continue E-Newsletter updates, town hall and info meetings.	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	Continue frame crawl space improvements including asbestos removal.	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	Continue documentation of HIP for posterity. Staff and the contractor should prepare a report summary at the end of each year to be submitted to the Board of Directors (BOD).	B	X		X	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	Install solar PVES in the admin complex.	A	X		X	During the 5/11/18 annual meeting, the membership gave approval to proceed with the project. On 9/6/18, the Board approved a power purchase contract agreement with SES Inc. 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	Investigate the feasibility of installing a solar hot water system for the Parkway Apts.	B	X		X		Not started
	A.3 Maintain & protect buildings & grounds	A.3.a	Correct sandblasting and crack damage and repoint mortar joints on brick units.	A	X		X	Inspections were done. Repairs to 10 units were done in 2019. Repairs to 22 units are currently in progress during 2020,	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								
		A.3.b	Continue Community Beautification Program.	A	X		X	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.	In process
		A.3.c	Negotiations with WSSC re: water pipe replacements for masonry homes.	A	X		X	Board and the City of Greenbelt sent a letter to WSSC's General Manager 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 was asked to co-sign the letter.	In process
		A.3.d	Determine what changes to make to the Addition Maintenance Program (AMP) requirements, fees and procedures. Continue last year's initiative.	A	X	AMP TF	X	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.	complete
		A.3.e	Consider appropriate solutions for fencing, sheds, plants, rain barrels, patios, etc. Continue from last year.	B	X	ARC	X	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 the proposal be modified to allow installation of chain link fences.	In process
		A.3.f	Storm Water Management Task Force continues to address drainage issues.	B	X	SWTF	X	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	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								
								flood risks. The Task Force is preparing a proposal to submit to the Board.	
		A.3.g	Plan for continued improvement work including replacement of plumbing pipes.	A	X	BLD	X	<p>On February 20, 2020, the Board approved the hiring of a consultant to do the following:</p> <ul style="list-style-type: none"> <li>-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%).</li> <li>-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).</li> <li>-Provide a report on repair and replacement options for the plumbing piping.</li> <li>-Provide a report on the performance of epoxy lined pipes in 2 GHI units including water quality tests.</li> <li>-Design a pilot study to evaluate methodologies for the repair and replacement of piping systems in frame and masonry homes.</li> </ul> <p>ETC has been hired and began its evaluation of the pipe systems on May 18,2020.</p>	In process
		A.3.h	Implement Admin complex security.	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 approved a contract for the installation of the access control system.</p>	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								
		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 Coordinate efforts w/ external entities e.g., City, County, State, Fed govt, Maryland-National Capital Park and Planning Commission (MNCPPC)	A.4.a	Collaborate with City of Greenbelt re: Zoning Rewrite Project.	A	X	ZTF	X	The Board formulated GHI's response to the M-NCPCC's Greenbelt Neighborhood Study Report and Draft Neighborhood Conservation Overlay Zone Standards for Greenbelt. The Board's response has been submitted to the City of Greenbelt. The Board will meet with the City Council on July 20 at 8.00 p.m. to discuss this matter.	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 Enhance and improve buildings and grounds	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
B. Organization & Infrastructure	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
	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

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.3 Improve committee operation and promote member involvement	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 Prepare for succession of administrative staff	B.4.a	Plan for succession of General Manager.	A	X			X	.	In process
		B.4.b	Establish Board policy on succession planning and emergency backup plan for leadership.	A	X				Task force submitted a Succession Policy and Emergency Back-up plan for the General Manager position which the Board reviewed on June 18, 2020 and asked the Task Force to make a few changes	In process
	B.5 Review and develop policies	B.5.a	Revise, update and implement record retention policy. Recommend storage methodology for historical documents.	A	X	RRTF			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 and has begun work.	In process
	B.6 Review and update bylaws	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. Task force has evaluated several systems and shortlisted three systems for closer evaluation.	In process
		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
	<b>C</b> Financial	C.1 Increase revenue through	C.1.a	Analyze and consider pursuing business opportunities and implementing fee-for-service,	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	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								
	business development.		including but not limited to those recommended by the LRPC.					the Long-range planning Committee recommended. No member has yet applied to serve on the task force.	
	C.2 Practice transparent financial reporting	C.2.a	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 Increase grant-based income opportunities	C.3.a	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 Manage finances to address issues that arise.	C.4.a	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. On July 9, the Board will review the Investment Committee's recommendation for revisions to the committee's charter.	In process
	C.5 Explore other money saving opportunities	C.5.a	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. C. Explore holding equity of 10-40 percent in some member units.	B	X	FIN & INVC	X		Not started
D. External	D.1 Attract people drawn to co-ops & community living	D.1.a	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

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								
	D.2 Coordinate efforts w/external entities	D.2.a	Continue to refer issues to LGAC (Legislative and Government Affairs Committee) and have them monitor and report back. Include federal, state, county and city issues.	B	X	LGAC	X		Ongoing
	D.3 Be a leader in cooperative living & coops	D.3.a	Influence the shape of the Common Ownership Communities (COC) program in PG Co and MD.	A	X	LGAC		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 Increase cooperative spirit	E.2.a	Conduct a member survey every two years. Should collect input geared to improving GHI.	C	X	MOC	X	The Member Outreach Committee presented a member survey report to the Board on 9/5/19.	Complete
		E.2.b	Member Outreach Committee to review pre-purchase process. Provide feedback on whether it conveys the obligation and spirit of the co-op.	A	X	MOC	X		Not started
	E.3 Use technology for improved member access and communication	E.3.a	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
		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



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.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 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 Task List: Jan - Dec 2020

Item 7a. Attachment #9b

Committee	Assignments	Status	Not Started	In Progress	Completed
<b>Ad Hoc Task Force for Envelope Windows and Doors</b>	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
<b>Addition Maintenance Program Task Force</b>	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
<b>Admin Bldg Safety Task Force</b>					
<b>Architectural Review Committee</b>	1 Tasked with recommending improvements to admin bldg main entrances.	Board granted ARC authority to proceed with study on July 25, 2019			X
	2 Review GHI's Rules on fencing and recommend style changes.	Posted in E-News for 30 day membership review and comments.			X
	3 Review GHI's rules for rain barrels and recommend aesthetic related amendments.	Board approved aesthetic rule changes on Feb 20, 2020			X
	4 Review/Recommend exterior lighting proposed for use on Administration Building	Approved by Board. Assigned to Tom Sporney and George Bachman for implementation.			X
<b>Bicycle Committee</b>	1 The Bicycle racks were ordered and have been delivered for installation.	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.			X
	2 The Board approved the GHI bicycle committee to participate in the City's Bike to Work Day in May 2019.	A booth was setup on May 17, 2019 to distribute bicycle materials.			X

Committee Task List: Jan - Dec 2020

	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.	Completed			X
<b>Buildings Committee</b>	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
<b>Communications and Marketing Committee</b>	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
<b>Companion Animal Committee</b>	1	Continue to develop articles relating to companion animals.	Ongoing		X	
<b>Finance</b>	1	Discuss financing options for GDC Capital Improvements		X		
	2	Review 1st Quarter 2020 Financial statements GHI and GDC	Board of Directors reviewed this item			X
	3	Review unreserved operating fund and recommend Board action regarding available unreserved funds.			X	
<b>GHI /GDC Bylaws, Relations Task Force</b>	1	Draft a Charter for the task force	Awaiting meeting schedule.		X	

Committee Task List: Jan - Dec 2020

	2	Review GDC Bylaws			X	
<b>Investment</b>	1	Monitor Investments (includes review of most recent cash flow schedule)	Ongoing.		X	
	2	Review Investment committee charter and investment policy	To be reviewed by BOD July 9th			X
<b>Legislative and Government Affairs</b>	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	
<b>Long-Range Planning Committee</b>	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
<b>Member Outreach</b>	1	Organize a Volunteer Appreciation Event	Completed			X
	2	Organize New Member Orientation Event	Member outreach- new member social July 8 <sup>th</sup>		X	
	3	Membership satisfaction survey	Completed			X
	4	Outreach activities to new members	In progress		X	
<b>Records Retention Task Force</b>	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	
<b>Storm Water Management Task Force</b>	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	

Committee Task List: Jan - Dec 2020

	2	Focussing on the drainage problem at 33 Court Ridge Road.	The Task Force would like to focus on the drainage problem at 33 Court Ridge Road. Once GHI approves, the task force intention is to write a grant proposal in partnership with the City of Greenbelt and will set up appointment with the City's Chief Storm Water Management (SWM) person soon.		X	
	3	I. <del>I</del> ncrease 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. II. <del>D</del> evelop a multi-year plan to address stormwater issues in GHI. III. <del>D</del> evelop strategies for implementing improvements/remediation IV. <del>I</del> nteract with other committees and task forces within GHI relative to our mission	Not started	X		
<b>Sublease Policy Task Force</b>		Revise sublease policy	The Board approved the revisions that the task force recommended.			X
<b>Succession and Back-up Emergency Planning Task Force</b>		Develop Charter Develop Succession Policy	Succession Committee- submitted initial report to the Board on 6/18/20		X	
<b>Sytems Task Force</b>	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	
<b>Woodlands</b>	1	Undertake FCMA preserve monitoring activities, and plan for pocket parks around the community.	Ongoing.		X	
	2	Implementation of Caretaker Program	In progress.		X	
<b>Yards and Exteriors Task Force</b>	1	Recommend components of a Yard and exterior inspection program to replace the community beautification program.	In progress		X	

Committee Task List: Jan - Dec 2020

<b>Zoning Rewrite Task Force</b>	1	Review P.G. Zoning Re-write Project and keep the board informed of developments.	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.			X
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## CALENDAR

&lt; PREVIOUS MONTH

JULY 2020

NEXT MONTH &gt;

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
28	29	30	1 5:00 PM <u>Free Parenting Classes</u> 8:00 PM <u>Work Session - Roosevelt Center Owner (stakeholder)- POSTPONED</u>	2	3	4 <u>4th of July Celebration</u>
5 10:00 AM <u>Greenbelt Farmers Market</u> 3:00 PM <u>Beech Tree Puppets Performance: The Apple Tree</u>	6 8:00 PM <u>Work Session - Greenbelt Station Residents (stakeholder), (Virtual - Subject to COVID-19).</u>	7 7:00 PM <u>Arts Advisory Board</u>	8 8:00 PM <u>Work Session - TBD, (Virtual - Subject to COVID-19).</u>	9 7:30 PM <u>Community Relations Advisory Board (CRAB).</u>	10	11 9:00 AM <u>Forest Preserve Advisory Board- Special Work Session</u>
12 10:00 AM <u>Greenbelt Farmers Market</u>	13 7:20 PM <u>Advisory Board Interviews, (Virtual).</u> 8:00 PM <u>Regular Meeting, (Virtual Subject to COVID-19).</u>	14	15 5:00 PM <u>Free Parenting Classes</u> 7:30 PM <u>Advisory Planning Board</u> 7:40 PM <u>Advisory Board Interview, (Virtual).</u> 8:00 PM <u>Work Session - Economic Development/Recovery, (Virtual - Subject to COVID-19).</u>	16	17	18
19	20 8:00 PM <u>Work Session - Greenbelt NCO Zone, (Virtual - Subject to COVID-19).</u>	21	22 8:00 PM <u>Four Cities - Berwyn Heights, (Virtual - Subject to COVID-19).</u>	23	24	25
26	27 8:00 PM <u>Work Session - Capital Projects, (Virtual - Subject to COVID-19).</u>	28 7:00 PM <u>Advisory Committee on Trees</u>	29 8:00 PM <u>Work Session - City Manager Updates, (Virtual - Subject to COVID-19).</u>	30	31	1