



STRATEGIC PLANNING SESSIONS

Thursday, August 17, 2023 - 7:00pm-9:00pm EDT

Sunday, August 20, 2023 - 1:00pm - 4:00pm EDT

In-Person - GHI Board Room

Monday, August 21, 2023 - 7:00pm-10:00pm EDT

Virtual - via Zoom

Session Purposes:

- To work to update GHI's Strategic Plan to guide future success
- To assimilate the Board to GHI's Operating Philosophy, strategies, and priorities

Session Work Plan:

**Estimated schedule--
subject to change*

Day 1: August 17 - 7:00-9:00pm EDT

	<i>What</i>	<i>Start</i>	<i>End</i>
	Board Business	7:00 PM	7:10 PM
A	Opening Day 1: Welcome and Overview	7:10 PM	7:35 PM
B	Set the Stage for Our Work	7:35 PM	7:45 PM
C	Reconnect to GHI's Mission, Vision, and Values	7:45 PM	8:30 PM
D	Reconnect to GHI's Critical Customer Segments	8:30 PM	8:50 PM
E	Closing Day 1: Review, Reflect, Next Steps	8:50 PM	9:00 PM

Day 2: August 20 - 1:00-4:00pm EDT

A	Opening Day 2: Welcome and Overview	1:00 PM	1:10 PM
B	Re-Connect to Our Work So Far	1:10 PM	1:25 PM
C	Describe Our Current Environment	1:25 PM	2:00 PM
D	Evaluate How We are Doing (SWOT Homework)	2:00 PM	2:40 PM
	BREAK	2:40 PM	2:50 PM
E	Review GHI's Goals & Objectives	2:50 PM	3:20 PM
F	Begin to Review and Update Strategic Action Plan	3:20 PM	3:50 PM
G	Closing Day 2: Review, Reflect, Next Steps	3:50 PM	4:00 PM

Day 3: August 22 - 7:00-10:00pm EDT

A	Opening Day 3: Welcome and Overview	7:00 PM	7:10 PM
B	Re-Connect to Our Work So Far	7:10 PM	7:25 PM
C	Continue to Review and Update Strategic Action Plan	7:25 PM	8:15 PM
	BREAK	8:15 PM	8:25 PM
D	Share Proposed Changes and Update Plan	8:25 PM	9:40 PM
E	Closing Day 3: Review, Reflect, Next Steps	9:40 PM	10:00 PM







Worksheet: S.W.O.T. Analysis

Due Sunday, August 20, 2023

Please bring your completed worksheet with you to the Strategic Planning Session and be ready to share.

Directions: Please take time for some careful thought to respond to the questions below relating to GHI as a cooperative. Under each section, list as many relevant responses as you can. Completing this in advance will help to maximize our time together. Thank you!

		POSITIVE		NEGATIVE	
INTERNAL - CURRENT		<p>S – Strengths</p> <ul style="list-style-type: none"> ➤ As a cooperative, what are GHI’s advantages? ➤ What does GHI do better than anyone else? ➤ What unique resources can GHI draw on? ➤ What should be protected for GHI’s successful future as a cooperative? 		<p>W – Weaknesses</p> <ul style="list-style-type: none"> ➤ As a cooperative, what about GHI could be improved? ➤ What does GHI have trouble doing? ➤ Where does GHI have fewer resources than others? ➤ What should be avoided in the future? 	
		<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 		<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 	
EXTERNAL - FUTURE		<p>O – Opportunities</p> <ul style="list-style-type: none"> ➤ What opportunities are open to GHI as a cooperative? ➤ What trends could be taken advantage of? ➤ What is not done today, but, if could be, would totally change for the better the face of GHI as a membership cooperative? 		<p>T – Threats</p> <ul style="list-style-type: none"> ➤ What are the obstacles GHI is facing as a cooperative? ➤ What is the competition doing that GHI cannot do? ➤ What trends could harm GHI? 	
		<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 		<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 	

If you have any questions, please contact Dawn Rhine, CPF, Synergy Forces LLC, at 301-761-4214 or facilitatordawn@synergyforces.com.



2023 GHI CONTEXT MAP

HEALTH/ WELLNESS/ TRENDS

- Climate change → stormwater runoff and damaging storms → tree removal or structural repairs of damaged units.
- Aging members requiring unit modifications
- More demand for member care services for aging members; e.g., health issues, dementia, etc.
- Hoarding concerns

ECONOMIC/ BUSINESS CLIMATE

- Interest rates
- Ability to retain employees
- Rising contractor and materials costs
- Inability to obtain enough competitive bids for contracts
- Rising costs resulting in rising member COOP fees

POLITICAL/ GOVERNMENT FACTORS

- WSSC refusing to maintain water and sewer pipes (No negotiations)
- Need dialogue with City of Greenbelt on shared and GHI matters; e.g., disagreement on storm drain responsibility
- County rent control ordinance (GHI considered a landlord)
- Poor communication of new State, County, and City government ordinances
- Lack of dialogue with other Cooperative Communities in County

SOCIETAL/ DEMOGRAPHIC TRENDS

- Aging of GHI members
- Political polarization that affects the ability of members to get along
- Effects of the Pandemic → less empathy, shorter tempers, etc., → affects relationships

TECHNOLOGY/ COMMUNICATION FACTORS

- Solar energy
- Proliferation of electric vehicles → installation of charging stations by either individual members or GHI. Not clear the current electrical infrastructure can accommodate future needs.

COMPETITION

- Other firms who hire same type of employees and contractors
- Work-life balance for staff
- Training for staff

UNCERTAINTIES

- Clear paths for staff development and promotion
- Contingency reserves
- Difficulty recruiting Board, Committee, and Task Force members



Greenbelt Homes Inc.
A COMMUNITY FOR PEOPLE WHO VALUE COMMUNITY