

2021-2022 Strategic Action Plan as of 7/15/2022

2-5 Yr. Strategy		#	GHI 2021-2022 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective		Work Plan: Actions						
A. Buildings & Property	A.1. Closeout HIP.	A.1.a	Conduct HIP End Survey. Put the report on the website.	B	X	MOC	X	The Board assigned this task to the MOC which has not been functioning for several months.	In process
	A.2. Implement sustainable practices	A.2.a	Install solar PVES in the Administrative Complex. Still need to do pre-paid power purchase agreement.	A	X	Solar Contract TF	X	Solar PVES plant has been commissioned. On March 3, 2022, the Board authorized a pre-paid Power Purchase Amendment to the Solar Power Purchase Agreement between GHI and Sustainable Energy Systems, LLC with a contract price amount of \$258,155.52 that GHI paid Sustainable Energy Systems, LLC.	Complete
		A.2.b	Review recommendations from the Buildings Committee on EV charging stations throughout the coop.	A	X	BLD		The Board requested the Buildings Committee to undertake a survey to ascertain member interest in electric cars and charging stations.	In process
		A.2.c	Implement heat-pump water heaters in masonry homes. Explore pilot of heat-pump water heaters for other types of units.	B	X	BLD	X	A pilot program involving installation of eleven units in crawlspaces of masonry homes was completed. The Board decided that staff should continue to replace conventional water heaters with heat-pump types as long as the current Pepco rebate is in place.	In process
	A.3 Maintain & protect buildings & grounds	A.3.a	Plan for continued improvement work including replacement of plumbing pipes. Provide specific assignment to the Buildings Committee. Also explore electrical wiring as an assignment. Explore whether water supply in frame homes need to be replaced regardless of life to maintain continuity.	A	X	BLD	X	On July 14, 2022, the Board accepted the Buildings Committee's final report on a GHI Pipe Replacement/Refurbishment Pilot Program for frame and masonry homes.	In process
		A.3.b	Conduct negotiations with WSSC re: water pipe replacements for masonry homes. WSSC needs to come onboard for exterior & sewer pipes, water supply for masonry homes. Legal opinion may be needed for	A	X	WSSC TF	X	On January 1, 2022, the Board decided to hire an attorney to represent GHI in future negotiations with WSSC and that the Board President would send a letter to the membership advising them about the status of negotiations with WSSC.	In process

2-5 Yr. Strategy		#	GHI 2021-2022 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective		Work Plan: Actions						
			negotiating 1958 agreement. Involve City of Greenbelt (signatory to 1958 and a good GHI ally).					The Board subsequently appointed a task force and hired an attorney to negotiate with WSSC on GHI's behalf. Prior to resuming negotiations with WSSC, the task force sent a letter to the attorney seeking information on several issues. The attorney's response was discussed by the Task Force on July 12, 2022.	
		A.3.c	Continue to study program for inspections of building exteriors and yards. (Expect to hear back from membership in the fall.)	B	X	EBYITF	X	On February 18, 2021, the Board accepted a report from the Yards and Exteriors Task Force and decided the scope of an inspection program for 2021. On October 7, 2021, staff provided the Board a report on the 2021 inspection program. The 2022 inspection program is underway, and a performance report will be provided to the Board during the fall of 2022.	In process
		A.3.d	Continue to address stormwater management issues. Develop requirements for impervious surfaces in GHI yards and control of additional stormwater runoff due to construction of additions and other improvements.	B	X	SWMS	X	On July 14, 2022 the Board adopted new Sections X.K and X.I in the Member Handbook that the Stormwater Management Sub-Committee recommended to address impervious surfaces and runoff from new construction.	In process
	A.4 Coordinate efforts w/ external entities e.g., City, County, State, Fed gov, Maryland-National Capital Park and Planning Commission (MNCPPC)	A.4.a	Collaborate with City of Greenbelt re: Zoning Rewrite Project. GHI will have to update member handbook to respond and comply.	B	X	ZTF	X	The Countywide Map Amendment and Neighborhood Conservation Overlay Zone Standards for Greenbelt were approved on Monday, November 29, 2021 and the new Zoning Ordinance, Zoning Map, and Subdivision Regulations took effect on April 1, 2022. Revisions to the Member Handbook and GHI website, based on the new NCOZ standards, have been made.	Complete
	A.5 Enhance and improve buildings and grounds	A.5.a	Develop policy for storage of recreational vehicles in GHI Boat Lots. Consider providing deadline to task force.	A	X	RV & Boat Lot TF	X	A task Force was established on 12/3/2020. The Board adopted the task force's recommendations on December 16, 2021.	Complete

2-5 Yr. Strategy		#	GHI 2021-2022 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status	
Goal	Objective		Work Plan: Actions							
Governance	B.1 Prepare for succession of administrative staff.	B.1.a	Plan for succession of General Manager.	A	X	TSTF	X	The Board passed a motion on December 3, 2020 to establish a Transition and Sustainability Task Force and allocate \$7,500 to hire a consultant to assist the task force. The Board held a work session with the task force on June 7, 2021. The task force conducted a membership survey to garner ideas regarding the GM's succession and shared the survey results during a membership townhall meeting on April 24, 2022. When the GM informs the Board about a retirement date, the Board will appoint a Transition and Search Committee to assist with the search for a new General Manager.	In process	
	B.2 Improve operation and efficiency of the Board	B.2.a	Decide about all aspects of continuing to hold virtual Board, committee and membership meetings post Covid-19.	A	X			X		Not started
		B.2.b	Put ARC unanimous decisions on the consent agenda instead of on the regular agenda to save time.	A	X			X		Not started
		B.2.c	Explore use of online collaborative documentation prior to/in preparation for and during Board meetings. Be careful to adhere to Open Meetings Law.	C	X			X		Not started
	B.3 Improve committee operation and promote member involvement	B.3.a	Review the role of committees to avoid staff attending the meetings.	A	X				A work session was held on September 23, 2021.	In process
		B.3.b	Establish an oversight committee of the Board to deal with and manage committees and task forces.	A	X					Not started
		B.3.c	Provide training for committee chairs.	B	X			X	Last training program for committees was held in September 2018.	Not started
		B.3.d	Continue volunteer recognition program.	B	X	MOC		X	Last volunteer recognition event was held on October 16, 2019.	Ongoing
	B.4 Review and develop policies	B.4.a	Revise, update and implement record retention policy. Recommend	A	X	RRTF			Staff prepared a draft records' retention policy in 2019. The Board subsequently appointed a task force to	In process

2-5 Yr. Strategy		#	GHI 2021-2022 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective		Work Plan: Actions						
			storage methodology for historical documents.					recommend historical documents that should be retained and how they should be stored. The task force is currently working on this assignment.	
		B.4.b	Establish a policy to deal with member estates.	A	X		X	Based on a work session with GHI's attorney to discuss legal issues, it does not appear that GHI could formulate such a policy because of the diverse and unique nature of issues involving member estates.	In process
	B.5 Review bylaws issues and other changes as needed	B.5.a	Change the way contracts are done and make the associated changes in the bylaws. Consider: a) removing second readings, and b) increasing dollar amounts in the financial section.	B	X		X	The membership approved appropriate revisions to the bylaws during the annual meeting on May 12, 2022.	Complete
	B.6 Develop long-range strategic plan	B.6.a	Develop a long-range plan for the GHI organization.	B	X	LRPC	X	The LRPC suspended its operations due to volunteer resource constraints.	In process

2-5 Yr. Strategy		#	GHI 2021-2022 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective		Work Plan: Actions						
C. Finance	C.1 Manage finances to address issues that arise.	C.1.a	Review investment policies. Develop workaround to the Prudent Person issue. Does hiring an investment management company as a prudent investor meet the prudent person requirements? Pursue legislative action to address Prudent Person Rule restrictions on GHI investments.	A	X	INVC LGAC	X	After reviewing legal counsel's advice, the Board decided that staff should prepare a Request for Proposal and seek bids from investment management companies to invest GHI funds in accordance with the prudent investor rule. The Investment Committee will shortly review proposals that four firms submitted and recommend a firm that the Board should select.	In process
	C.2 Continue education programs on GHI finances	C.2.a	Review and revise Tom Jones' breakdown of fees and distribute to relators and vendors.	B	X	FIN	X		Not started
		C.2.b	Continue education program on GHI finances and produce them as webinars. Include member charges, inflation, value of money, what is included in monthly charges, replacement reserves' program	B	X	FIN	X		Not started
	C.3. Insurability	C.3.1	Conduct risk assessment. What impacts the cost of insurance and availability of carriers? Look at risks and ways to make the GHI community more attractive to insurance carriers.	B	X	BLDG	X		Not started

2-5 Yr. Strategy		#	GHI 2021-2022 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective		Work Plan: Actions						
D. Communication and Member Engagement	D.1 Improve member handbook	D.1.a	Update and improve member handbook to reflect current operations and be internally consistent. Restructure the handbook for ease of use and maintenance. Update how members access the handbook and its updates. Develop accompanying quick reference guide / FAQ.	A	X	MHBPST F	X	The Board appointed a Member Handbook/Board Policies Standardization Task Force and hired a technical writer to update, standardize, format, and revise the Member Handbook and Board policies for clarity and consistency.	In process
		D.1.b	Review Permit TF recommendations to address fees, process, and permit revisions -- and reflect in handbook.	A	X	BLDG	X	On December 2, 2021, the Board directed the Manager to implement recommendations stated in the Permit Task Force report that require staff involvement, by January 30, 2023.	In process
	D.2 Use technology for improved member access and communication	D.2.a	Make decision on how to employ internet technology (such as Zoom) to increase opportunities for participation in meetings and overall transparency.	A	X	ITTF	X	Ongoing.	In process
		D.2.b	Improve GHI website per recommendations from membership survey. Complete outward-facing website.	A	X	WSTF	X	The Board passed a motion on December 3, 2020, to establish a task force to recommend upgrades of the website. The Board accepted the task force's report on September 16, 2021. Staff and GHI member Ken Shields prepared an RFP to solicit bids from firms to rebuild the website on a WordPress platform. Bids are due on July 29, 2022.	In process
		D.2.c	Implement a proactive social media strategy (planned, regular tweets; use of GHI's Facebook page for official dissemination of information).	B	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
		D.2.d	Ask Finance committee to produce three articles per year to be printed in the E-News and placed on the website. Proactively publish relevant educational articles around the time of fee increases.	B	X	FIN	X		Not started

2-5 Yr. Strategy		#	GHI 2021-2022 (12 Month) Strategic Action Plan	Priority	Board	Cmte	Staff	Comments on status	Status
Goal	Objective		Work Plan: Actions						
	D.3 Increase member engagement	D.3.a	Conduct a member survey annually that collects input geared to improving GHI. Member Outreach Committee should review the pre-purchase process and provide feedback on whether it conveys the obligation and spirit of the co-op. The annual survey could focus on particular things like the purchase process (post purchase), auto surveys, etc.	B	X	MOC	X	The Member Outreach Committee presented a member survey report to the Board on 9/5/19.	Ongoing
		D.3.b	Create a forum where the Board can hear from members.	B	X			A membership townhall meeting was held on December 5, 2021.	In progress

Committees and Task Forces ¹	
BLD - Buildings Committee	MOC - Member Outreach Committee
COM/MARK - Communications & Marketing Committee	RRTF – Record Retention Task Force
EBYITF – Exterior Buildings and Yard Inspection Task Force	RV and Boat Lot Task Force
FIN - Finance Committee	Solar Contract Task Force
INVC – Investment Committee	SWMS – Storm Water Management Sub-Committee
IT TF - Information Technology Task Force	SS – Sustainability Subcommittee
LGAC - Legislative and Government Affairs Committee	Transition Task Force
LRPC - Long Range Planning Committee	WC - Woodlands Committee
MHBPSTF-Member Handbook and Board Policies Standardization	WSTF – Website Task Force
	ZTF - Zoning Task Force

¹ Not a complete list of committees and task forces.

Priority
On 12-month Action Plan <ul style="list-style-type: none">A. High priority: must be addressed within the next yearB. Medium priority: should be addressed within the next year; could include items of high importance but not high urgency
On separate list of pending actions <ul style="list-style-type: none">C. Low priority: probably will not get to it within the next year but want it on the list