

## 2021-2022 Strategic Action Plan

As of 6/27/2022 Board Strategic Planning Work Session

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						
<b>A. Buildings &amp; Property</b>	A.1. Closeout HIP.	A.1.a	Conduct HIP End Survey. Put the report on the website.	B	X	MOC	X	Currently being planned by the MOC. - to determine satisfaction with HIP and reaction to large scale disruption like HIP.	In process
	A.2. Implement sustainable practices	A.2.a	Install solar PVES in the Administrative Complex. Still need to do pre-purchase agreement.	A	X	Solar Contract TF	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. Installation of the panels is complete and the contractor is awaiting Pepco's approval to turn on the system. On May 6, 2021, the Board decided to establish a task force to re-negotiate the contract with SES Inc. to a pre-power purchase agreement.	In process
		A.2.b	Review recommendations from the Buildings Committee on EV charging stations throughout the coop.	A	X	BLD			Not started
		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	All eleven units have been installed in crawlspaces of masonry homes. Staff will continue to monitor the performance of these units.	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 February 20, 2020, the Board approved the hiring of a consultant (ETC Inc.) to evaluate the condition of water supply and waste pipes in a sample of frame and masonry homes, provide a report on replacement options, provide a report on the performance of epoxy lined pipes in 2 units and design a pilot study to evaluate methodologies for replacement of the piping. The Board reviewed ETC's report on November 19, 2020 and decided not to have the consultant design the pilot study.	In process

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								On January 21, the Board directed the Buildings Committee to advise the next planning steps that should be undertaken.	
		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 negotiating 1958 agreement. Involve City of Greenbelt (signatory to 1958 and a good GHI ally).	A	X		X	Board and the City of Greenbelt sent a letter to WSSC's General Manager in 2019, asking for negotiations to be resumed and pipes to be replaced in conformance with the 1958 agreement. WSSC's General Manager responded on Jan 31, 2020. On November 3, 2020, a joint letter signed by the Board President and City of Greenbelt Mayor was sent in response to the WSSC's Manager's letter. On March 4, 2021, the Board discussed WSSC's response to the November 3, 2020 letter and decided that GHI would accept WSSC's position to not replace the pipes at this time; but honor the 1958 agreement to operate and maintain GHI's water and sewer systems.	In process
		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. We've been experimenting and need to continue to review and hear back from membership.	In process
		A.3.d	Continue to address stormwater management issues. Consider ending the Storm Water Task Force, moving stormwater management to a staff function, and imposing deadlines and reporting metrics. Changes to grades in yards may be contributing to runoff problems. Swales need to be reconsidered. Consider an RFP to take advantage of grant program.	B	X	SWTF	X	On 2/7/2019, the Board of Directors accepted the SWMTF's proposition that GHI participate in a MDNR-funded project through UMD as a pilot study to test-proof the concept for mapping non-tidal flood risks. On 2/15/2019, the UMD received a grant for the Development of a Community Guide to Assessing Non-Tidal Flood Impacts in Maryland. The grant funding period ends on 6/30/2021, although an extension is possible due to the pandemic. The SWMTF recommended the hiring of a part-time green infrastructure staff person to facilitate the integration of green stormwater infrastructure practices. This staff position has been hired.	Ongoing
	A.4 Coordinate efforts w/ external entities e.g., City, County, State, Fed govt,	A.4.a	Collaborate with City of Greenbelt re: Zoning Rewrite Project. GHI	B	X	ZTF	X	The Board formulated GHI's response to the M-NCPPC's Greenbelt Neighborhood Study Report and Draft Neighborhood Conservation Overlay Zone	In process

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	Maryland-National Capital Park and Planning Commission (MNCPPC)		will have to update member handbook to respond and comply.					Standards for Greenbelt and met with the City Council on July 20, 2020 to discuss GHI's position on the proposed NCOZ Standards for Greenbelt. Awaiting draft report on NCOZ from M-NCCPC.	
	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	Task Force was established on 12/3/2020 and submitted a policy that the Board reviewed on March 18, 2021. The draft policy was edited by the communications committee. On May 6, 2021, the Board directed the task force to make revisions to the draft policy.	In process

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<b>B. Governance</b>	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 for hiring a consultant to assist the task force with its work. The consultant was hired. A work session between the Board and the task force took place on June 7, 2021.	In process
	B.2 Improve operation and efficiency of the Board	B.2.a	Make a decision about all aspects of continuing to hold virtual Board, committee and membership meetings post Covid-19.	A	X		X	Training and infrastructure may be required. The Board may consider establishing a task force.	Not started
		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. Discuss in a work session with Board and committee and task force chairs.	A	X				Not started
		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. Plan to hold another training program in 2021.	Ongoing
		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. The Board subsequently appointed a task force to recommend historical documents that should be retained and how	In process

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			storage methodology for historical documents.					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		Not started
	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		Not started
	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 is working on this assignment.	In process

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<b>C. Finance</b>	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	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, 2020, the Board adopted a revised charter for the Investment Committee. On February 4, 2020, the Board adopted a revised GHI investment policy that the investment committee recommended.  On June 3, 2021, the Board reviewed the LGAC's recommendations regarding actions that GHI should pursue to have the law changed to remove the restrictions on GHI investments. No action was taken pending advice that the Board will seek from legal counsel about the legitimacy of hiring an investment management company to invest GHI funds in accordance with the prudent investor rule.	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's 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			Not started

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<b>D. Communication and Member Engagement</b>	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	COM?	X	On September 17, 2020, the Board directed the Communications Committee to review and recommend revisions to the format of the Member Handbook. Board needs to address resources to get this work done faster. Possible approaches include work sessions, a task force, staff and/or more intensive recruitment.	In process
		D.1.b	Review Permit TF recommendations to address fees, process and permit revisions -- and reflect in handbook.	A	X	COM?			Not started
	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	IT TF	X		In process
		D.2.b	Improve GHI website per recommendations from membership survey. Complete outward-facing website.	A	X	COM?	X	The Board passed a motion on December 3, 2020, to establish a task force to recommend upgrades of the website. This work is progressing.	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. Currently done by a volunteer under COM. Be sure that the messaging aligns with the Board's direction. Consider making a staff responsibility.	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

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	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				Not started

Committees and Task Forces <sup>1</sup>	
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	SWTF – Storm Water Task Force
IT TF - Information Technology Task Force	Transition Task Force
LGAC - Legislative and Government Affairs Committee	WC - Woodlands Committee
LRPC - Long Range Planning Committee	ZTF - Zoning Task Force

<sup>1</sup> Not a complete list of committees and task forces.



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