



## **Greenbelt Homes Inc. General Manager Position Profile**

Greenbelt Homes Inc. (GHI) is looking for a General Manager, who is a proven leader and manager, who can build on GHI's history of success and inclusivity, and implement changes that pave the way for future sustainability. Eldon Ralph, the current General Manager, is retiring after 25 years of service. For more information about Greenbelt Homes, please visit <https://www.ghi.coop/>.

### **ABOUT US**

GHI is an historic 1,600-unit housing cooperative of townhomes in a walkable, wooded community located approximately halfway between Washington, DC, and Baltimore, Maryland. As a result, GHI is [proximate to many local amenities](#).

The community was initially built in 1937 as New Deal rental housing in one of the [first government planned communities](#). When the Federal Government wanted to sell, the property was purchased by residents and became a cooperative in 1952.

GHI has one, two, three, and four-bedroom units available with brick, block, or frame construction. Most of the units are attached in rows of two, four, or five units in a townhouse style. Each unit has its own yard. The size and floor plans of the units vary. GHI also has maintenance agreements for City of Greenbelt sidewalks and playgrounds.

Because of the age of the units and associated facilities, ongoing maintenance and upgrading is an important priority. GHI recently completed an extensive \$24.3 million Homes Improvement Program that included, among other things, replacements of siding, windows and doors, heating systems, and insulation improvements. Upcoming projects include the replacement and/or refurbishment of the waste and water supply piping in 1,571 units and coordinating with WSSC on replacement of underground water supply pipes for 579 units.

GHI is located on 256 acres of land, including 9.1 miles of walkways and 87.6 acres of woodlands. The 60 units at the Parkway Apartments, which are wholly owned by a GHI subsidiary, are also located on the property and managed by GHI. GHI members value the natural beauty of their property and have been working on environmental improvements such as the installation of rain gardens.

GHI members are at all stages of life -- seniors, young people, people with different types of disabilities, and families with children. Members come from diverse backgrounds in terms of race and ethnicity.

As a housing cooperative, GHI is a not-for-profit corporation, which is collectively owned and operated by its members. GHI Inc. owns the fee simple unit and common areas. Each member

household owns a share in the Cooperative and has one vote. These voting rights give members a voice in how GHI is run. Cooperative members pay a monthly fee that also incorporates property taxes

### ***Member Involvement***

GHI works to build an inclusive community and actively engage members. GHI uses a variety of tools to keep members informed and involved. These tools include regular channels of communication such as a weekly newsletter, member town halls, and a new Yardi member portal.

As preparation for the leadership transition and as a way of giving members a voice, GHI has conducted a recent survey of members about areas for improvement and priorities for GHI. Candidates advancing to Round 2 will receive a summary of survey results.

### ***Governance***

GHI is governed by a 9-member Board of Directors, which is elected to staggered two-year terms by the membership. The Board of Directors is supported by active member-run and staffed committees and task forces. GHI has a current annual operating budget of approximately \$14 million. More than 90% of the total budget currently comes from member fees. The budget for the Parkway Apartments \$739,000.

The General Manager is selected by, reports to, and is assigned duties by the Board of Directors. The GHI Board of Directors meets twice a month, except for the summer months. The General Manager has authority to employ, discharge and manage staff and has administrative control of GHI's business responsibilities, in keeping with policies set by the Board of Directors. The General Manager communicates with GHI members on issues and works to ensure a timely response to member complaints and concerns.

GHI has a talented team of 43 to 45 people with a skill mix that includes administrative, trades workers, electricians, plumbers, and grounds keeping personnel. The team currently includes five department managers (Maintenance, Technical Services, Finance, Member Services, and Human Resources). In the past, there has been an Assistant General Manager position. GHI is open to reinstating the Assistant Manager position or other recommendations from the General Manager.

## **THE POSITION**

Reporting to the GHI Board of Directors, the General Manager has a broad array of responsibilities that are outlined below:

### ***Key Responsibilities***

#### **Leadership and Management**

- Directs the day-to-day operations of the Cooperative.
- Implements the policies set by the GHI Board of Directors.
- Oversees the enforcement of regulations, including federal and state related to housing cooperatives as well as GHI by-laws and policies and procedures.

- Oversees the development of requests for proposals and the implementation of the resulting contracts. In 2023, GHI will engage in approximately 20 maintenance and improvement contracts totaling more than \$3.4 million.
- Directs, through management of the department managers (Maintenance, Technical Services, Finance, Member Services, and Human Resources), the activities of a staff of 43 to 45 professional, administrative, technical, and trade personnel.

### **Maintenance Operations and Technical Services**

- Through senior staff, and a team of 30, oversees the maintenance, repair, and upkeep of the Cooperative's 1,600 cooperative units, 256 acres, 9.1 miles of walkways, grounds, and buildings consistent with GHI policies and Rules and Regulations.
- Oversees the maintenance, repair, and upkeep of the two Parkway Apartments, with 60 apartments, owned by GDC, GHI's wholly owned subsidiary.
- Facilitates the full implementation of GHI's new integrated property management system from Yardi Systems, Inc..

### **Financial Management**

- With the aid of the Director of Finance, who has a team of four, manages all financial aspects of the Cooperative and oversees the preparation of the annual \$14 million budget for approval by the GHI Board of Directors.
- Reviews the quarterly financial statements.
- Ensures that the annual audit and year-end financial statements are completed in a timely fashion.

### **Board Relations**

- Advises the GHI Board of Directors as it develops policies, programs, and regulations.
- Prepares Manager's memoranda, reports and proposals.
- Participates in several Board of Directors, Committee and membership evening meetings a month, and other day time meetings.
- Coordinates staff support to approximately nine standing Committees, two sub-committees, and three active Task Forces.

### **Member Relations and Conflict Management**

- Fosters a congenial and inclusive team building environment through communications with membership on Cooperative matters and ensures responsiveness to member complaints and concerns.
- Supports the Member Services Department and the GHI Board of Directors in resolving conflicts with and between members and GHI.

### **Near Term Priorities (18 months)**

- Build effective working relationships with the GHI Board of Directors, senior staff and GHI community and learn about GHI's history and culture.
- Become familiar with government regulations that apply to GHI, GHI member handbook, Board of Directors Policies, and by-laws.

- Assist the GHI Board of Directors in accomplishing the goals identified in the strategic action plan and 2023 budget.
- Work with the Board of Directors to develop the 2024 budget and 2023/2024 strategic action plan.
- Work closely with senior staff to ensure continued attention to staff hiring, development and retention.
- Prepare for and launch a plumbing repair/refurbishment pilot program and work with WSSC on roles and responsibilities.
- Facilitate the planned review of replacement reserves.
- Support and assist the GHI Board of Directors in continuing to improve member digital communications such as the Yardi portal, Zoom meetings, and weekly newsletters.
- Preserve good collaborative relationships with major stakeholders, including the City of Greenbelt, share loan providers, contractors, realtors, and vendors.
- With the Board of Directors, finalize and implement a record retention policy and an electronic filing system for GHI records.

### ***Key Skills and Experiences***

- Technical knowledge related to the maintenance of aging large-scale multi-unit residential properties, with at least 10 years of experience in property or association management or related fields.
- Good judgment, patience, and tact.
- Knowledge of and/or commitment to the unique nature of housing cooperatives.
- Experience developing and updating systems.
- Strong interpersonal skills and ability to build relationships.
- Strong conflict resolutions skills.
- Experience successfully recruiting and managing staff.
- Strong verbal and written communications skills.
- Commitment to fostering, cultivating and preserving a work and living culture of diversity, equity, accessibility, and inclusion.
- Strong leader who inspires confidence and the commitment of membership and staff to GHI's mission and goals.
- Strong financial management skills.
- Experience working with boards and membership associations in a professional or volunteer capacity.
- Understanding and experience selecting and managing various forms of communication and technology to foster collaboration and efficiency. Familiar with current technology and computer software.
- Ability to attend evening meetings.
- A Bachelor's degree or equivalent experience is required.

## **APPLICATION PROCESS**

GHI has a commitment to equal opportunity for all persons, regardless of the individual's actual or perceived race, religion, color, sex, sexual orientation, gender identity or

expression, physical size, marital status, age, national origin, sexual preference, disability, military status, or any other legally protected status under federal, state or local law. The fundamental policy of GHI is to provide a hiring process and workplace that is free of any kind of discrimination.

GHI values our employees and provides a generous work environment and benefits package. GHI offers the opportunity for employees to work a compressed work week that allows employees to take off every other Friday. GHI offers a generous benefits package including paying 90% of employee health insurance costs for employees and their enrolled dependents.

Additional information about compensation and benefits is available on request.

To apply, please submit your resume and cover letter to [GHITransitionandSearch@ghi.coop](mailto:GHITransitionandSearch@ghi.coop). Resume review begins immediately.