Quote of the Month

**Integrity** without knowledge is weak and useless, and knowledge without **Integrity** is dangerous and dreadful. Leaders must exemplify **Integrity** and earn the trust of their teams through their everyday actions. When you do this, you set high standards for everyone at your company.

Samuel Johnson

Potomac Association of Housing Cooperatives

PAHC Board of Directors
2019-2020

**Annie Hill**
President

**Rhonda Dozier**
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**Patricia Fletcher**
Member-At-Large

**William Broadus**
Member-At-Large

GREETING FELLOW COOPERATORS,

We would like to thank those of you who have sent in letters and pictures about your co-op. It has been a great help and it also helps keeps us informed, as co-editor of PAHC newsletter we would like to ask that you keep us informed of events that are happening at your co-op year-round.

Please feel free to email us at richeek_811@yahoo.com. We look forward to working with each and every one of you. Remember Knowledge is Power the more we share the more others will learn. We cannot make this happen without you.

**Newsletter Committee**
**Chief Editor**
Rhonda Dozier

**Co-Editor**
Tracina Leake

In this Issue >>>

Association Overview

Association News

Cooperative’s News

Lessons for Success

Funding Opportunities

Gone Too Soon

Happenings in your Region

Recipe Corner

Policy Bites

PAHC Membership

Save the Date
ASSOCIATION OVERVIEW

The Potomac Association of Housing Cooperatives, Inc., was founded in 1976 by representatives from 13 housing cooperatives and 1 condominium association. The primary objective was and still is continuing education for Board of Directors and members of cooperative communities. If the success of any organization is measured by its accomplishments, then PAHC can truly be considered successful! The organization has sponsored three Baltimore City housing cooperatives, and representatives of PAHC served on each interim Board of Directors. They, along with other PAHC representatives provided new member orientation and extensive leadership to each respective cooperative community. PAHC holds training sessions in addition to the required Annual Meeting of the Membership. These sessions provide timely information on a variety of seasonal, tax, administrative and maintenance topics, as well as affording the attendees the opportunity of personal interaction with representatives of like organization from the District of Columbia Maryland and Virginia (DMV) areas. PAHC is a member of the National Association of Housing Cooperatives.

The Board of Directors

PAHC Board of Directors’ Corner

We are looking forward to seeing all of you at the 2020 Annual Conference April 23-25, at the Dover Downs Hotel & Casino, Dover DE. We have lined up a team of experts who are ready to share their expertise with you.

The Board of Directors works throughout the year on planning strategy sessions to improve PAHC outreach and to focus on the short and long-term goals for PAHC. The Program and Education Committee is already working on venues for 2021 Annual Conference.

We always welcome input and ideas from members; we need your input and help to make sure that PAHC is meeting the members and cooperative needs.

The Board of Directors continues to work hard to bring you the best workshop to support you in your work on your cooperative. The BOD actively promotes good leadership practices to educate and inform its members.

The PAHC board would like to extend our condolences to one of our very own Maxine Dennis on the loss of her son “Charlie”. Our hearts and prayers are with you and know that we are here to support and uplift you and your family.

Thanks to all of you!

Rhonda Dozier
Ruthie L. Wilder
Maxine Dennis
Patricia Fletcher

Melinda Rickey
Tracina Leake
Bernice Thomas-El
William Broadus

Annie Hill, President
ASSOCIATION NEWS

PAHC Fall Training 2019:

We would like to give a BIG THANKS to Village Green Mutual Homes for hosting our 2019 Fall Training. This is the first year we have had a Co-op have sponsors supply our refreshments. That was a BIG help this year for PAHC….Thanks Again VGMH.

We would also like to thank Mr. Vernon Oaks for presenting some informative content that we all can share at our Co-ops.

The following Cooperatives were represented at PAHC’s 2019 Fall Training:

- Capital View Mutual Homes
- East Capital Gardens
- Northwest Cooperative, Inc.
- Pickwick Square Mutual Homes, Inc
- Reservoir Hill Mutual Homes, Inc
- Second Northwest Cooperative Homes
- St. James Mutual Homes
- Village Green Mutual Homes
- Washington Hill Mutual Homes
- Waverly Terrace Cooperative
- Yorkville Cooperative

PAHC COMMITTEES

If you are interested in serving on PAHC Committees, please contact the committee chair:

Program/Education, Melinda Rickey
Membership, Ruthie L. Wilder
Newsletter, Rhonda Dozier
Fundraiser, Maxine Dennis
Website, Annie Hill
Policies & Procedures, BOD
Government Watch, Ruthie L. Wilder

Honorary Advisory Member
Northwest Cooperative Homes

MORTGAGE PAYOFF — NWCH IS ECSTATIC! that MAY 2020 will mark our 40 year mortgage payoff! It just feels so grand to be mortgage free. We are working toward great things come 2020.

Waverly Terrace Cooperative

Joann Ball, property manager for Waverly Terrace Cooperative was honored by the Members, Board of Directors and Bernard Young Mayor of Baltimore City for 30 years of dedicated service!

Joann is also a member of Washington Hill Mutual Homes and a former PAHC Board member.

CONGRATS JOANN!!!
LESSONS FOR SUCCESS

The following tips for cooperative success are adapted from articles in the NCBA Cooperative Business Journal and the U.S. Department of Agriculture’s magazine for cooperative businesses.

Why Cooperatives Thrive…

- Provide only the goods and services members use
- Financed by the members. The greater the financing (risk capital) supplied by the members, the more efficient the cooperative
- Use all major fixed assets at the 75 percent level, or more
- Members who do the majority of their business with the cooperative
- Low administrative and overhead costs
- More individualized and specialized services, particularly in marketing
- Maintain an open line of communication with members. Individual members will then become more influential
- Select and develop a quality management team
- Place more emphasis on electing business-oriented directors
- Develop and implement a systematic method of cooperative education for members, employees, directors and paid management
- Aggressively position for changes in operations, markets and member needs

And areas of improvement…

consider taking NAHC’s “3R’s” course to address these issues…. 

- Poor selection of directors, especially those who fail to support the cooperative
- Members who join but never use their cooperative and bypass it for a small gain elsewhere
- Members who use cooperatives but fail to take responsibility. Each member must be ready to accept responsibility when asked. Every member should have an equal opportunity to be president of the cooperative.
- Members who never ask questions and who let a few people make policy
- Members who don’t attend annual meetings and directors who fail to attend board meetings
- Lack of consistent membership education about the challenges facing cooperatives
- Not supporting the cooperative with enough money (risk capital) to get the job done
- Low-cost management – it’s the most expensive item for a cooperative. High-priced management is usually the least expensive item.
- Not closely watching the formation of cliques and special interest groups within the cooperative
- Hiding facts about a cooperative. All facts, both good and bad, should be placed on – not under – the table.
- Errors in financial policy, such as over-extension of credit, too little capital, poor accounting records, lack of a financially sound, systematic program for reimbursement of equity
- Errors in educational and social work. This begins by failing to teach cooperative ideals to members unfamiliar with how cooperatives function, neglecting general educational programs, failure to develop member loyalty or countering the development of factions within the association.
- Management errors, such as inadequate inventory, poor location, improper equipment, neglected appearance of physical facilities, employee dishonesty, ineffective management, incompetent directors, nepotism, poorly conducted meetings, admittance of disloyal and dissatisfied members.
Fanny Mae has launched its Green Rewards multifamily financing program for owners of apartment buildings and cooperatives to encourage them to invest in energy- and water-saving improvements. Green Rewards includes a portion of the owner’s and the tenant’s projected energy and water cost savings in the loans’ underwriting, resulting in greater loan proceeds than a typical loan. In addition, Green Rewards reduces the all-in interest rate by 10 basis points.

The program covers investments in solar photovoltaic panels, Energy Star-certified HVAC systems, water-reducing irrigation systems or applications for a green building certification, such as the U.S. Green Building Council’s LEED certification. Both conventional and affordable multifamily properties are eligible for Green Rewards, as well as cooperatives, seniors, military and student housing properties. Properties may be located anywhere in the U.S. and must be able to project a 20% minimum consumption savings in energy and/or water.

To track energy performance over time, owners with a Green Rewards loan must report the property’s Energy Star score annually. The additional loan proceeds must be reinvested in the property within two months of loan closing. For more information on Fannie Mae’s Multifamily Green Initiative, visit the company’s website to download the grant guidelines:
https://www.baltlife.com/products-and-services/services-grants-program

The Baltimore Life Companies Community Grants Program supports a wide range of nonprofit organizations that benefit the communities in Delaware, Maryland, New Jersey, Ohio, Pennsylvania, South Carolina, West Virginia, and Washington, DC, where the company has offices.

The program provides grants of $500 to fund community-based organizations addressing family, safety, and community enhancement issues.

Examples of eligible programs include child safety education, community cleanup campaigns, neighborhood watch activities, etc. Priority is given to ambitious organizations that already have “volunteer power” in place, but need financial support to implement their home-grown projects.

Visit the company’s website to download the grant guidelines:
https://www.baltlife.com/products-and-services/services-grants-program
Mr. Johnson was a member of Pickwick Square and served as President of the association up til his passing on August 12, 2019

Our condolence goes out to Mr. Johnson’s family and the Pickwick family on the loss of their friend and President. He will truly be missed.

Rest in Peace Mr. Johnson
**District of Columbia**

**Enchant at Nationals Park**

The beloved light maze, billed as the biggest in the world, makes its home in DC at the gorgeous Nationals Park through Dec. 29. There are also ice skating trails and a large holiday market offering products from more than 60 vendors, including local businesses and international brands. Expect plenty of Instagram-friendly settings and holiday spirit at this one-of-a-kind installation.

**Tickets**

*National Park, 1500 South Capitol Street SE, Washington, DC 20003*

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**Eastern Maryland**

**Winterfest of Lights**

Nov. 21, 2019 – Dec. 31, 2019

See how Ocean City, MD, sparkles this winter and visit the Winterfest of Lights. You'll find more than one million holiday lights and hundreds of animated light displays throughout Northside Park. For more details visit:

[https://ococean.com/events/winterfest-holidays](https://ococean.com/events/winterfest-holidays)

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**Western Maryland**

**The Polar Express Train Ride**

Nov. 22, 2019 – Dec. 23, 2019

Embark on a magical re-creation of the classic children's story on a real train. Families will love their trip to the North Pole, complete with hot chocolate and cookies, caroling and holiday entertainment. Weekends. For more information visit:

[https://wmsr.com/experiences/polar-express/](https://wmsr.com/experiences/polar-express/)
The 29th annual Reston Holiday Parade starts at 11 a.m. featuring Macy’s-style balloons, marching bands, dancers, characters, performers, community groups, dignitaries, and the arrival of Santa and Mrs. Claus in a horse-drawn carriage. Voted one of USA Today’s “10 Best” (2016 – 2018). After the parade, 12:30 - 4:30 p.m., Santa and Mrs. Claus stay for visits and photos, and mini-train rides are offered on Market Street. The Clauses return for the Tree Lighting at 6 p.m. to begin the half-hour Sing Along, followed by horse-drawn carriage rides from 6:30 until 10 p.m. For more information visit: https://www.virginia.org/listings/Events/RestonHolidayParadeTreeLightingSingAlongMoreHolidaysAreHere/

Recipe Corner
Slow Cooker Quinoa, Chicken and Kale Soup

This soup is loaded with nutrition and you get plenty of protein from the chicken, quinoa and beans. It's so hearty and filling and amazingly delicious, that it's hard to believe it's actually good for you!

Ingredients

- 1 1/4 lbs boneless skinless chicken breasts (raw)
- 1 1/4 cups chopped yellow onion (1 medium onion)
- 1 cup chopped celery (about 3 stalks)
- 4 cloves garlic, minced
- 2 Tbsp extra virgin olive oil
- 3/4 cup dry quinoa
- 1/2 tsp dried thyme
- 1/2 tsp dried rosemary, crushed
- 4 (14.5 oz) cans low-sodium chicken broth (7 cups)
- Salt and freshly ground black pepper, to taste
- 1 (15.5 oz) can Great Northern or Cannellini beans, drained and rinsed
- 4 cups packed kale, roughly chopped (thick ribs chopped and discarded)
- 3 Tbsp chopped fresh parsley
- 2 Tbsp fresh lemon juice
- Finely shredded parmesan cheese, for serving

Instructions

Add chicken to a 6 or 7 quart slow cooker, then add onions, celery and garlic, then drizzle with olive oil

Add quinoa (for a more firm textured quinoa add during last 30 minutes to 1 hour of cooking, per reviewers comments), thyme, rosemary and pour in chicken broth. Season with salt and pepper to taste. Cover and cook on HIGH 3 1/2 - 4 hours or LOW 7 - 8 hours. Remove chicken, let rest 10 minutes then cut into bite size pieces and return to soup. Meanwhile, add in beans, kale, parsley and lemon juice. Then cover and continue to cook on HIGH heat another 10 - 20 minutes until kale has reached desired doneness. Serve warm topped with parmesan cheese.
Many of us already know that housing cooperatives are made up of the entire membership. By this token, cooperatives are inherently diverse. Since a cooperative’s Board of Directors typically consists of a group of members elected by the entire membership, its Directors are usually equally diverse and important as the entire membership that makes up the cooperative. There are several important characteristics, traits, and duties that each director holds as a position of trust and fiduciary to the corporations they serve. It is important for Cooperatives to understand these duties and the extent upon which they bestow obligations to each director. A good approach to doing this is for a cooperative to adopt certain ethics, conduct and confidentiality policies, and for their Directors to execute agreements avowing their fiduciary duties and obligations to the cooperative. These policies and agreements should strengthen the sense of loyalty and ethical conduct of the Directors, and add a sense of transparency. In addition, they may also insulate the Cooperative from potential liability from legal claims and challenges to official Board actions.

Directors are fiduciaries and owe certain duties and responsibilities to the Cooperative and membership

Typically guided by state law, a Director is considered to hold a fiduciary position of which that director owes several duties to the corporation of which they serve. For example, in Michigan (see M.C.L. § 450.2541) the Nonprofit Corporation Act sets forth three distinct duties that every director’s standard of conduct must conform to when serving on a nonprofit corporation, such as the makeup of many Cooperatives. This law states that Directors must act:

In good faith (the “duty of good faith”);

With the care an ordinarily prudent person in a like position would exercise under similar circumstances (the “duty of care”); and

In a manner he/she reasonably believes is in the best interests of the corporation (the “duty of loyalty”).

These duties (of good faith, of care, and of loyalty) apply to each individual director of the corporation. Each duty is unique and involves different standards and conduct. However, the overall theme of each duty is that the director is serving the best interests of the corporation.

Other Fiduciary Duties

In addition to the duty of care and duty of loyalty, directors and officers must also abide by the duty to maintain confidentiality of information of the cooperative. This is commonly referred to as the “duty of confidentiality.” As a general rule, unless the information has been released to the public or to the entire membership, directors should treat the information of the cooperative, and its members, as private and confidential. Violations of the duty of confidentiality may jeopardize opportunities and foster an environment of mistrust amongst the members, the board of directors, officers and residents of the community. Cooperatives should look to adopting certain policies regarding the confidentiality of certain information, and having directors and officers execute agreements acknowledging that the confidences of the cooperative will, and must remain confidential.

Incorporating Fiduciary Duties into Policies and Agreements

The duty of good faith, duty of care, duty of loyalty and duty of confidentiality exist to protect the cooperative and its well-being. A Cooperative does not run itself – it is run by a group of individuals. Cooperatives are comprised of its entire membership who elect its Board of Directors. The Directors serve as integral parts in the existence, conduct and continued sustainability of the cooperative. Incorporating policies that include the duty of good faith, duty care, and loyalty will not only best serve the community, but will also help protect the corporation and its individual directors and officers from certain liabilities.

Agreements that encompass and incorporate these duties are examples of best practices on how a cooperative can ensure that its Directors act with due care and in the best interest of the cooperative. Each Director should have an understanding of these duties, how they impact and dictate corporate action, and adopt practices and policies to address these matters. Having these duties encompassed in a written policy and agreement helps strengthen the cooperative, its Board of Directors, and membership.

For more information visit: https://coophousing.org/blog/policy-bites-why-cooperatives-should-adopt-ethics-and-confidentiality-agreements-for-their-board-of-directors/
The Potomac Association of Housing Cooperatives website (potomacassn.org) is a unique opportunity for member Cooperatives and non-member Cooperatives to get up-to-date information on Cooperative living.

We are a member of and provide a link to the National Association of Housing Cooperatives. The website is an opportunity to keep member and non-member Cooperatives informed on the latest legislation that relate to Cooperative living through our newsletter and links to HUD and regional governmental websites.

**Our website is user friendly and includes:**

- Membership information
  - Information on how to become a member
- Schedule of events
  - Annual conference as well as training sessions
- Newsletter
  - Spring/Summer and Fall/Winter newsletters
- Board of Directors
  - Current members of the Board of Directors
- About us
  - The purpose of the Association

Feel free to visit our website (potomacassn.org) to learn more about our Association.

**PAHC Members**

- Beecher Cooperative, Inc
- Benning Road Cooperative, Inc
- Brandywine Chesapeake Cooperative, Inc
- Capital View Mutual Homes, Inc
- East Capital Gardens, Inc
- Hacienda Cooperative, Inc
- Lightview Cooperative, Inc
- Madison Terrace Cooperative, Inc
- Northwest Cooperative Homes, Inc
- Pickwick Square Mutual Homes Inc
- Reservoir Hill Mutual Homes
- Sandtown Village Cooperative, Inc
- Second Northwest Cooperative Homes, Inc
- Southern Homes & Garden Cooperative, Inc
- St. James Mutual Homes, Inc
- Washington Hill Mutual Homes, Inc
- Waverly Terrace Cooperative, Inc
- The Woodlands Cooperative, Inc
- Yorkville Cooperative, Inc
Associate Members

Jeffrey Charles & Associates, Inc.
Daniel M. Costello, Costello PC

Affiliate Members

Marion Miller Insurance

Professional Members

JoAnn Ball
Melinda Rickey
Myrine Buford
Douglas M. Kleine, CAE
Vernon Oakes

Honorary Members

Peter Behringer
Bernard A. Cook

44 YEARS OF LOYAL MEMBERS, TRAINERS & SPONSORS

Thank you all for your continued support.
Save the Dates

2020 FALL TRAINING

WILL YOU HOST US NEXT YEAR?

We are looking for a host site for our November 2020 Fall Training.

If you would like to host, please contact us for details.

PAHC 44th ANNUAL CONFERENCE
Will be held at
Dover Downs Hotel & Casino
Dover, DE
April 23-25, 2020