

TROUBLED CO-OPS - WHY AND HOW TO FIX THEM

As great numbers of housing co-ops approach the satisfaction of their indebtedness, easy times should prevail. For many, they do not. A cycle of apathy, indifference, and power struggles have often diminished what was expected to be the **golden age** of these resident-owned communities.

In the workshop, the underlying causes of such problems are examined and treatment interventions discussed using real case scenarios. A focus on recognizing the signs, timing, a range of Strategies and sources of outside help will be offered.

Understanding the Nature of Organizations

- 1) The issues
 - a. Apathy
 - b. Leadership
 - c. Management
 - d. Regimentation
 - e. Physical Deterioration
 - f. Finance & Budget
- 2) The reasons
 - a. Neglect
 - b. Indifference
 - c. Laziness
 - d. Power Hunger
 - e. Ineptitude
 - f. Disorganization
 - g. Weakness
 - h. Insensitivity
 - i. Tenants not Owners
 - j. Rigidity
 - k. Neglect
 - l. No Preventative Maintenance
 - m. Unsupervised Children & Teens
 - n. Ignorance of Standards
 - o. Inadequate Skills
- 3) Intervention Techniques
 - a. Top Down
 - b. Bottom Up
 - c. Board/Committees
 - d. Membership
 - e. Management/Maintenance

- f. Process
- 4) Intervention
 - a. Education & Training
 - b. Expectations vs Realities
 - c. Standards & Evaluations
 - d. Study>Assessment>Goal
Setting>Implementation>Evaluation
- 5) Assessment
 - a. Where are we going?
 - b. Are we going where we want to be going?
 - c. Is our Leadership Capable of Taking us there?
 - d. Do we have sufficient financial, physical and human resources?
 - e. Who is available to help?
 - i. Institutions & Organizations
 - ii. Hired Guns
 - iii. Foundations
 - iv. University Interns
 - v. Voluntary Organizations

Case studies

- 1) Greenbriar
- 2) Echo Ridge

Diagnosing the Ailing Co-op

- 1) Discontent
- 2) Irresponsible Members
- 3) Anemic Participation
- 4) Inadequate Planning for Members' Needs
- 5) Heavy-handed Operations
- 6) Weak and/or Incompetent Leadership
- 7) Weak and/or Incompetent Management/Maintenance
- 8) Deferred Maintenance
- 9) Absent Goals & Objectives

Help is a Phone Call Away

- 1) NAHC/Regional Associations
- 2) Professional Members

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