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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