

ABSTRACT OF THE MAJOR PRACTICAL PROJECT

A STRATEGIC PLANNING TOOL TO REDUCE THE CONSEQUENCES OF POOR HOMEOWNER ASSOCIATION (HOA) MANAGEMENT

By

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This project focuses on the educational needs of the governing boards of Homeowner Associations (HOAs) and Council of Unit Owners within the state of Maryland. Project activities concentrate on improving the capacity and effectiveness of HOA boards by identifying and providing training resources for individual and organizational development, and by developing a strategic planning training instrument that is specifically designed for board members of common interest developments (CIDs).

The goal of the training document is to guide participants to produce a strategic planning document that is indicative of the organization's mission, to define its purpose and determine its vision concerning what it wants to accomplish, together with the development of its values, the core beliefs that guide its decision-making process.

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The training project supports teamwork, and supports the use of strengths, weaknesses, opportunities and threats (SWOT) analyses, and consensus-building activities in the development of an organizational strategic plan. The training tools objectives are to:

- enhance member skills
- introduce tools to assist in creating a strategic action plan to address current issues while preparing for future needs
- change an organizational culture from being reactive to becoming proactive by changing the way it capitalizes on information, and adapts to environmental changes
- align board activities with the path goal leadership theory to inspire supportive, directive, participative, and achievement-oriented behaviors
- clarify a path to reach goals and ensure that they align with the organizational mission
(Jago, 1982)

initiate structure to assist in goal attainment activities when the tasks are not clearly defined
(Jago, 2007)