

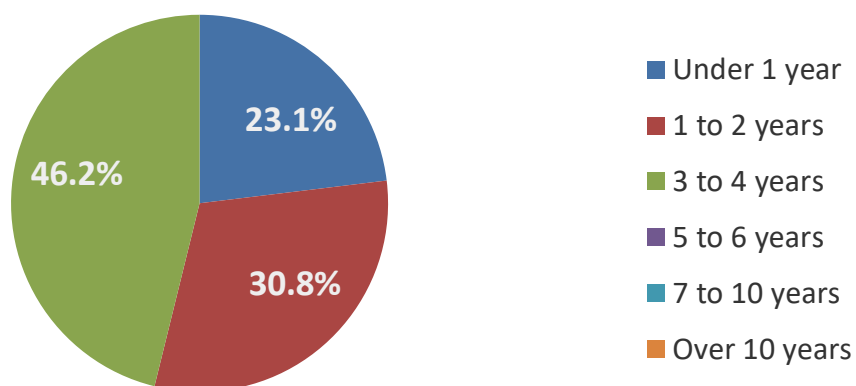
DHIC

Board Sustainability Survey Results

In February 2016, Raffa P.C. (Raffa) surveyed DHIC's Board of Directors to assess the organizational health, mission alignment, internal strengths/weaknesses of DHIC. Raffa staff administered the survey, launching on February 11, 2016 and closing on February 19, 2016. The overall response rate was **86%** or 13/15 completions. (*Note: the response rate for each question may differ from the overall response rate as skipping questions was a feature of this survey.*) All responses were kept completely confidential and are only reported in aggregate. This report includes results from the survey in aggregate and a non-identifying overview of Board demographics:

Respondent Overview

Board Tenure



About DHIC

Adjectives describing DHIC

A. Affordable housing

B. Community

C. Efficient/Organized

The primary customer(s) of DHIC those most changed by work of the organization or who the organization exists to serve include:

- Low to moderate income individuals and families

Organizational relevance: 100% of respondents feel that DHIC is a relevant organization in its field.

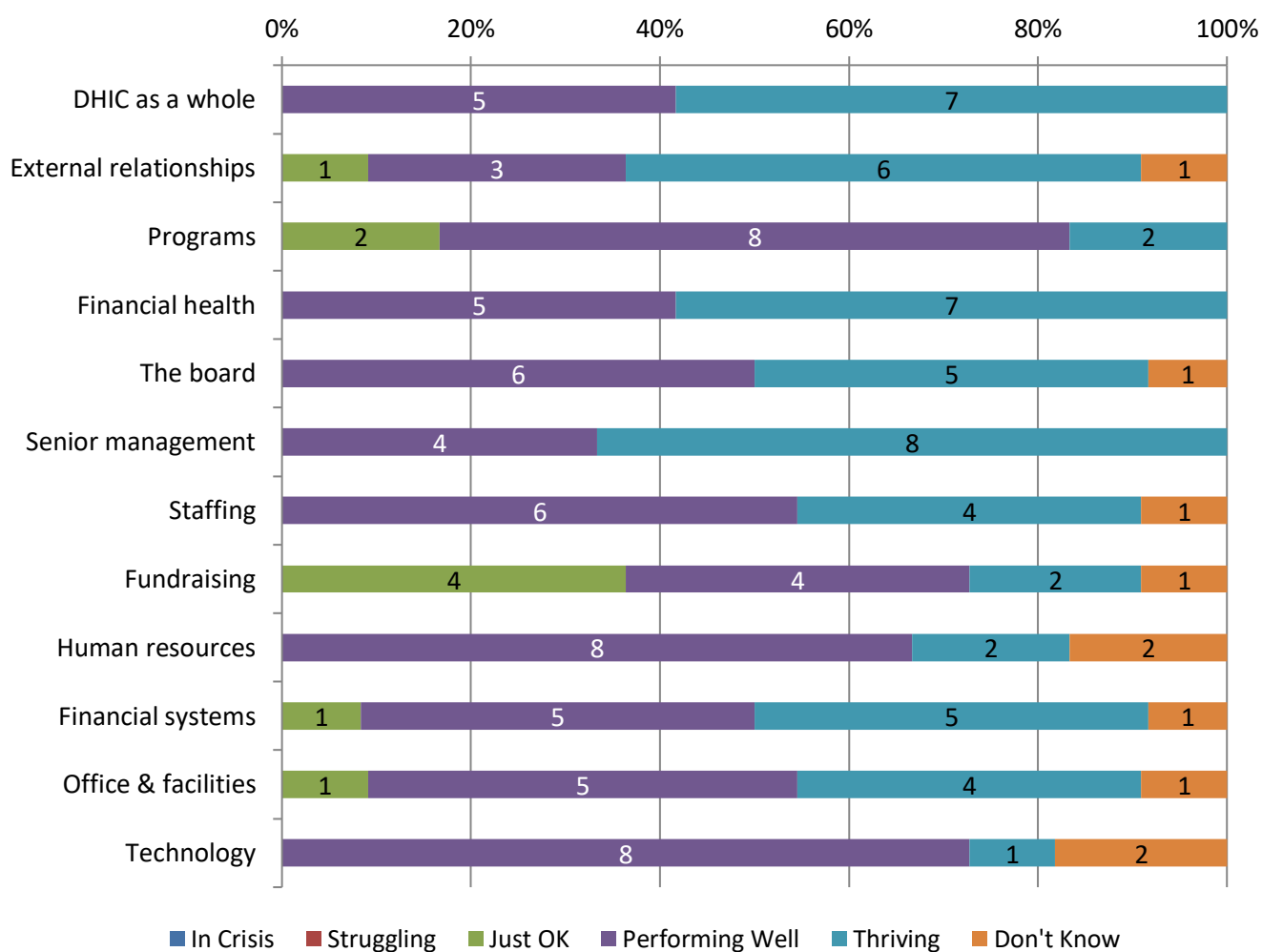
- Relevant as housing costs continue to rise in the area
- Government is pulling back from direct participation in solving this issue and creative financing along with tax benefits of the investment are the key to addressing this need
- DHIC continues to have a direct impact on the development of the city and continues to be sought out for its expertise around housing development.

DHIC provides unlike similar organizations in the area:

- Higher quality products and service
- Outstanding performance from management to product
- Family service opportunities
- Provides affordable housing as a non-profit, while "Competitors" attempt to do this for a profit
- Reputation as a community development resource and neighbor within the community

DHIC's Overall Organizational Health

DHIC's Organizational Health by Area



Comments on Organizational Health Chart:

- Explore traditional fundraising
- Very fiscally healthy and very well managed
- Programmatically we have some real opportunities to get better and evaluate our community needs
- More focus on youth and family services

<u>SWOT Analysis</u>	
Top 2 <i>internal</i> STRENGTHS	A. Quality and expertise of staff B. Strong Leadership (including Gregg's leadership and experience)
Top 2 <i>internal</i> WEAKNESSES	A. Leadership transition (no replacement/heir) B. Not being self-sufficient and/or lack of diversity in income sources
Top 2 <i>external</i> OPPORTUNITIES	A. Creating external partnerships /using DHIC's reputation to create relationships B. Using existing pipeline of projects/ expanding into markets
Top 2 <i>external</i> THREATS	A. Decrease in or loss of funding B. Rising costs of land, construction, materials and labor

DHIC's Organizational Sustainability

DHIC should absolutely preserve the following:

- The general perception that it is an effective, ethical organization that is a high achiever in attaining its vision and carrying out its mission
- Leadership and vision provided by Gregg
- Innovative and creative problem solving
- Maintain mission and ability to develop successful projects
- Quality product
- Industry expertise
- Commitment to the community

Top 3 priorities that should be addressed in the next 1-3 years	A. Leadership succession/Transition management B. Diversification of revenue streams C. Effective management and steady flow of new projects
--	---

Organizational Sustainability Areas

(Changes and/or Improvements that can be made in the following four areas)

Strategy/Business Model

- Incorporate input from community stakeholders into the model
- Continued diversification of revenue streams due to competition and decreased funding
- Better define and communicate the geography in which DHIC operates
- Revisit and update the strategic plan
- Continuously assess and improve political insight and assistance

Leadership

- Evaluate current term limits for board membership; they may need to be longer to retain high performing members
- Identify a clear successor for the CEO position
- Complete succession plans

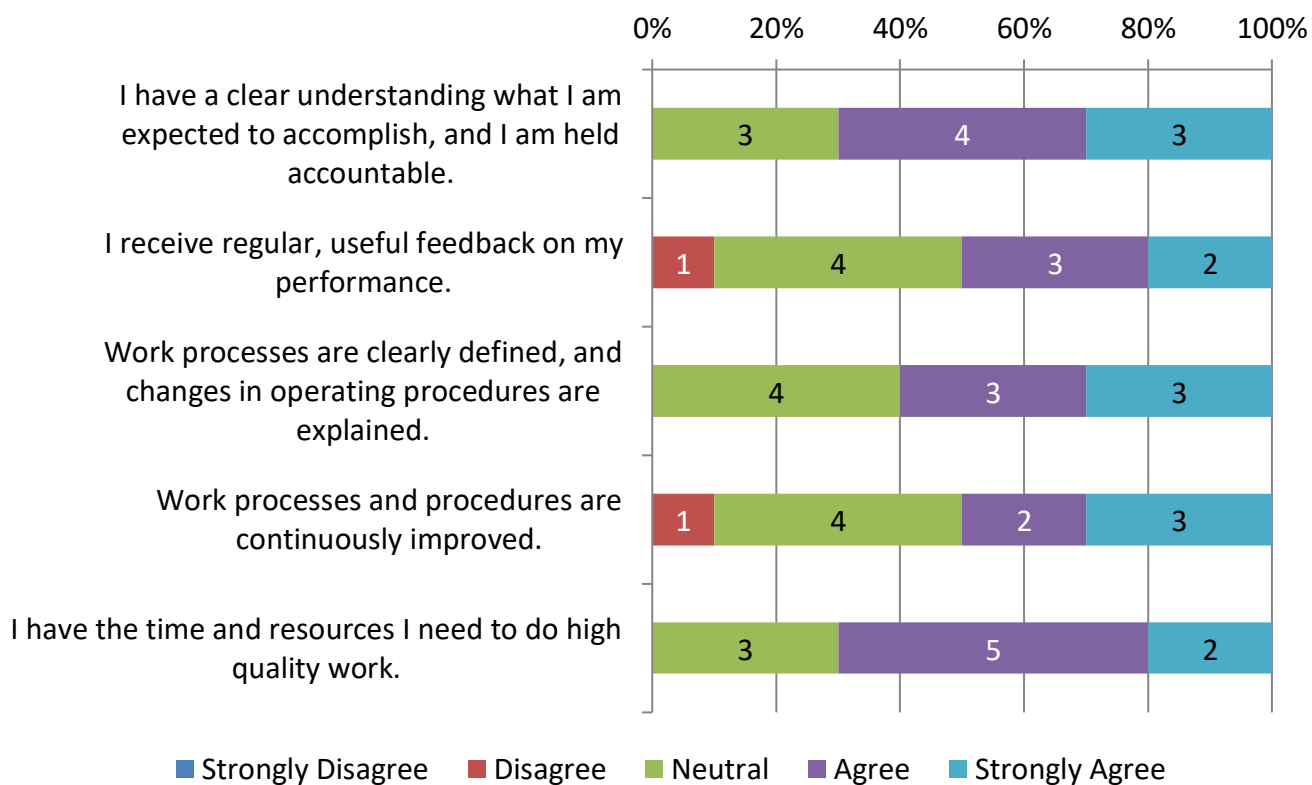
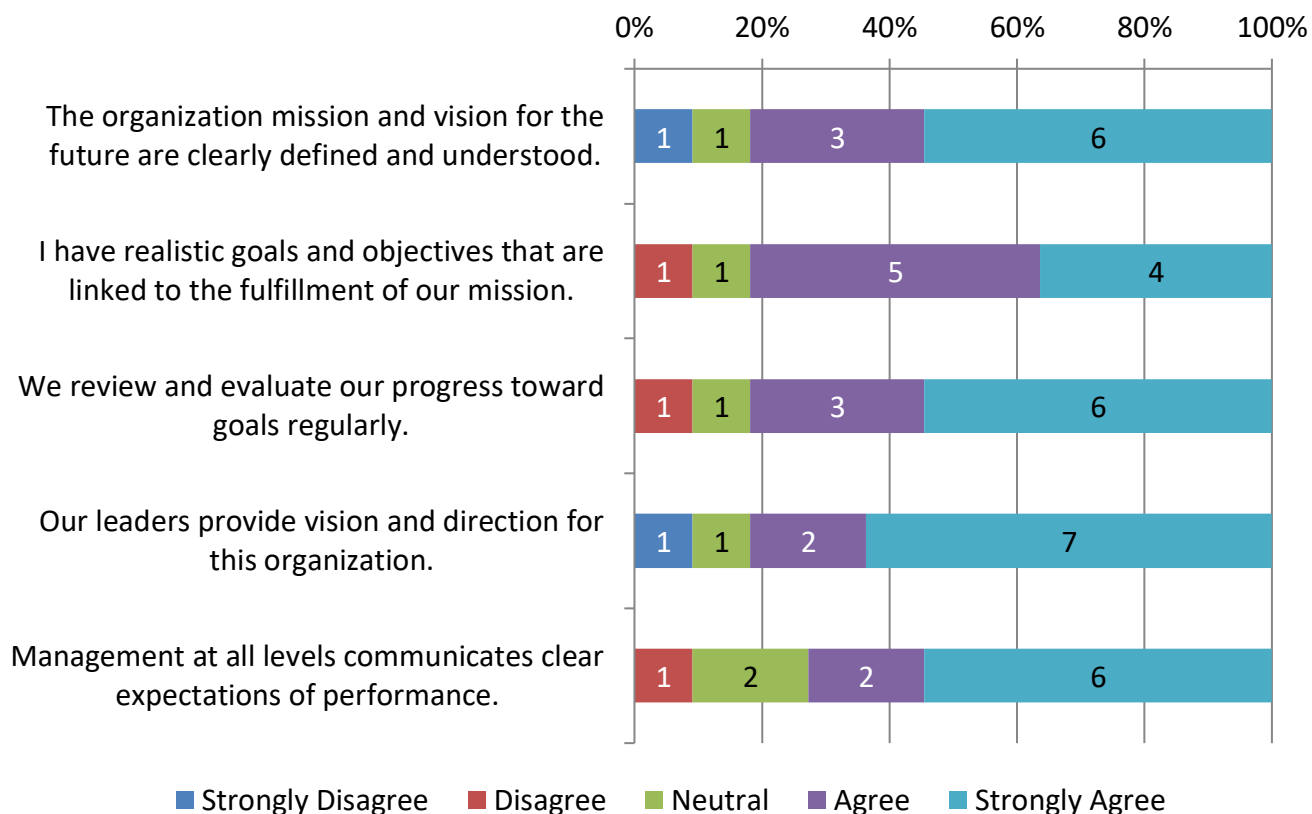
Resources and Resource Development

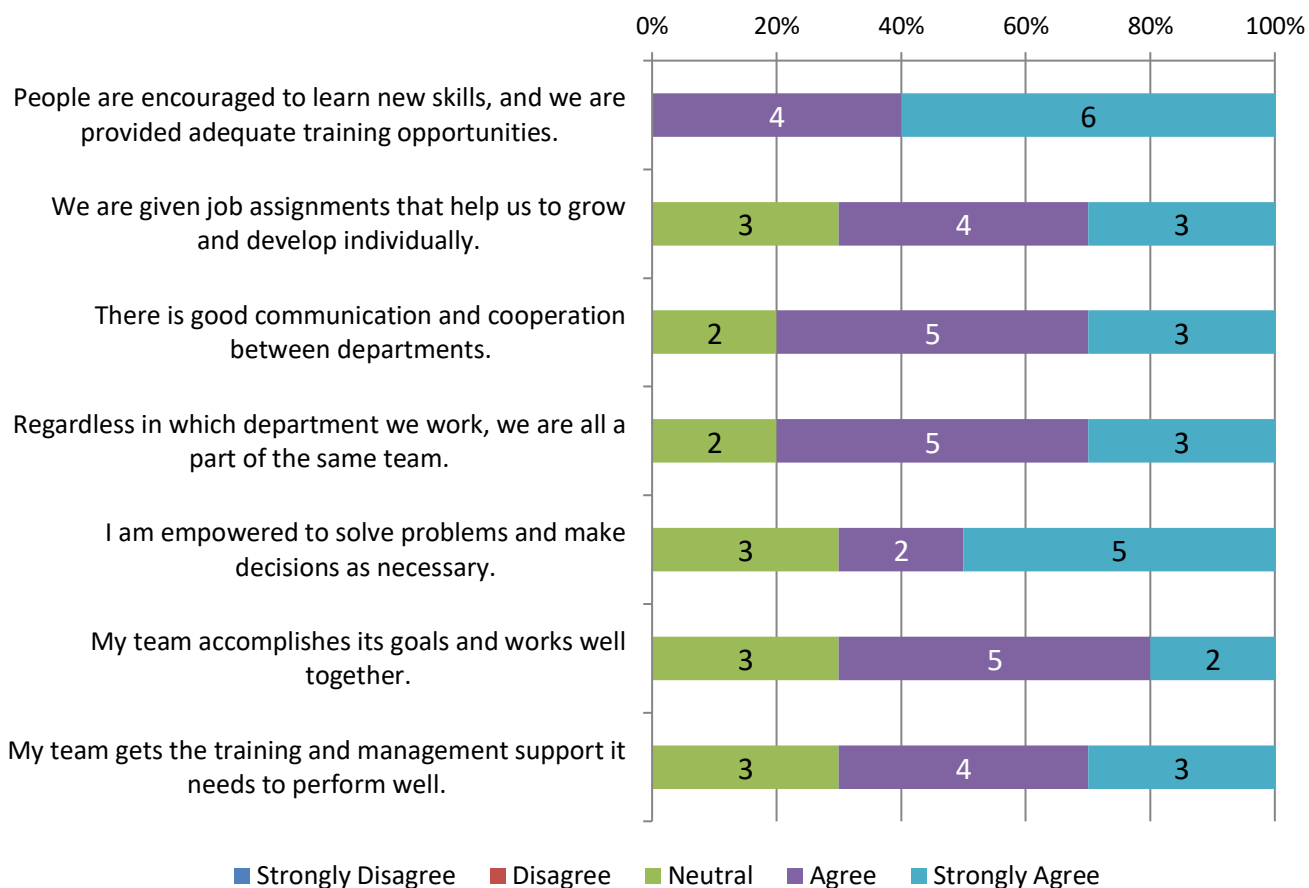
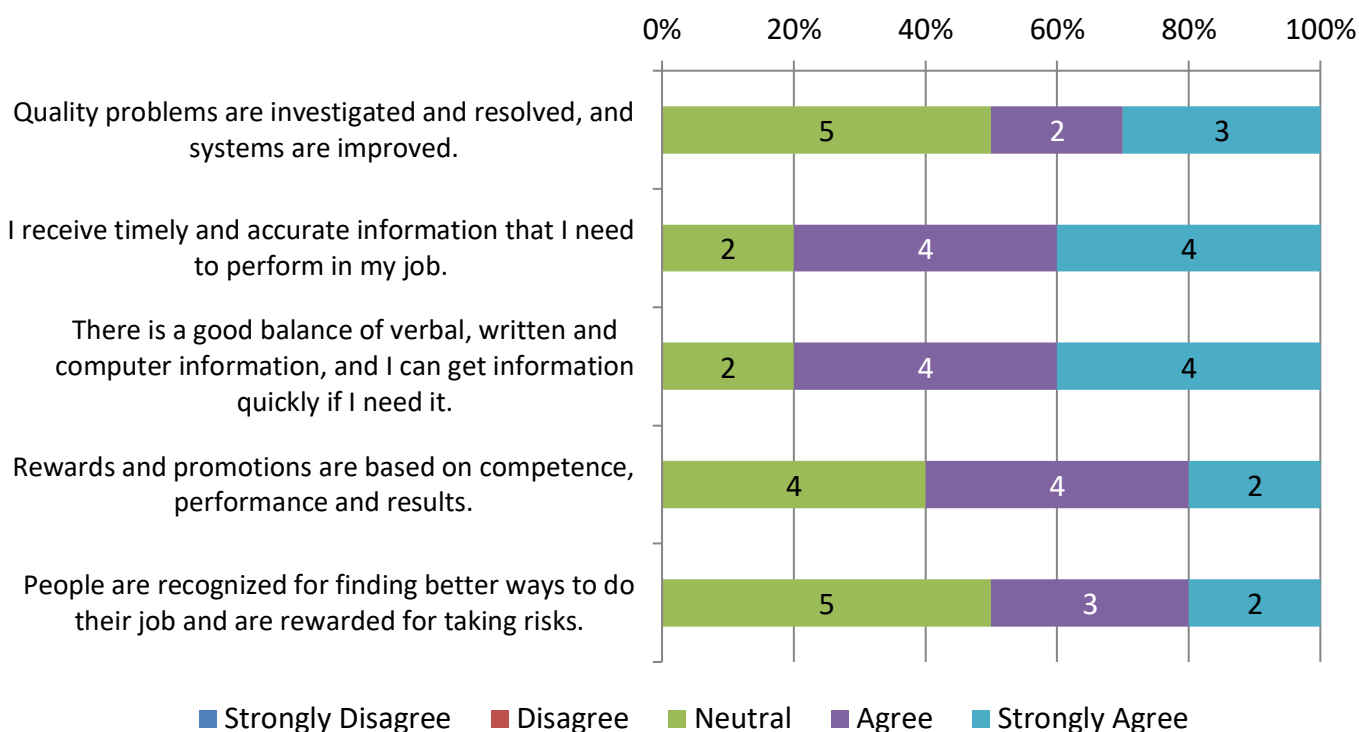
- Explore more traditional fundraising vs. project-based financing
- Additional long term funding streams must be developed with the City of Raleigh and Wake County
- Explore diversifying revenue streams without sacrificing identity

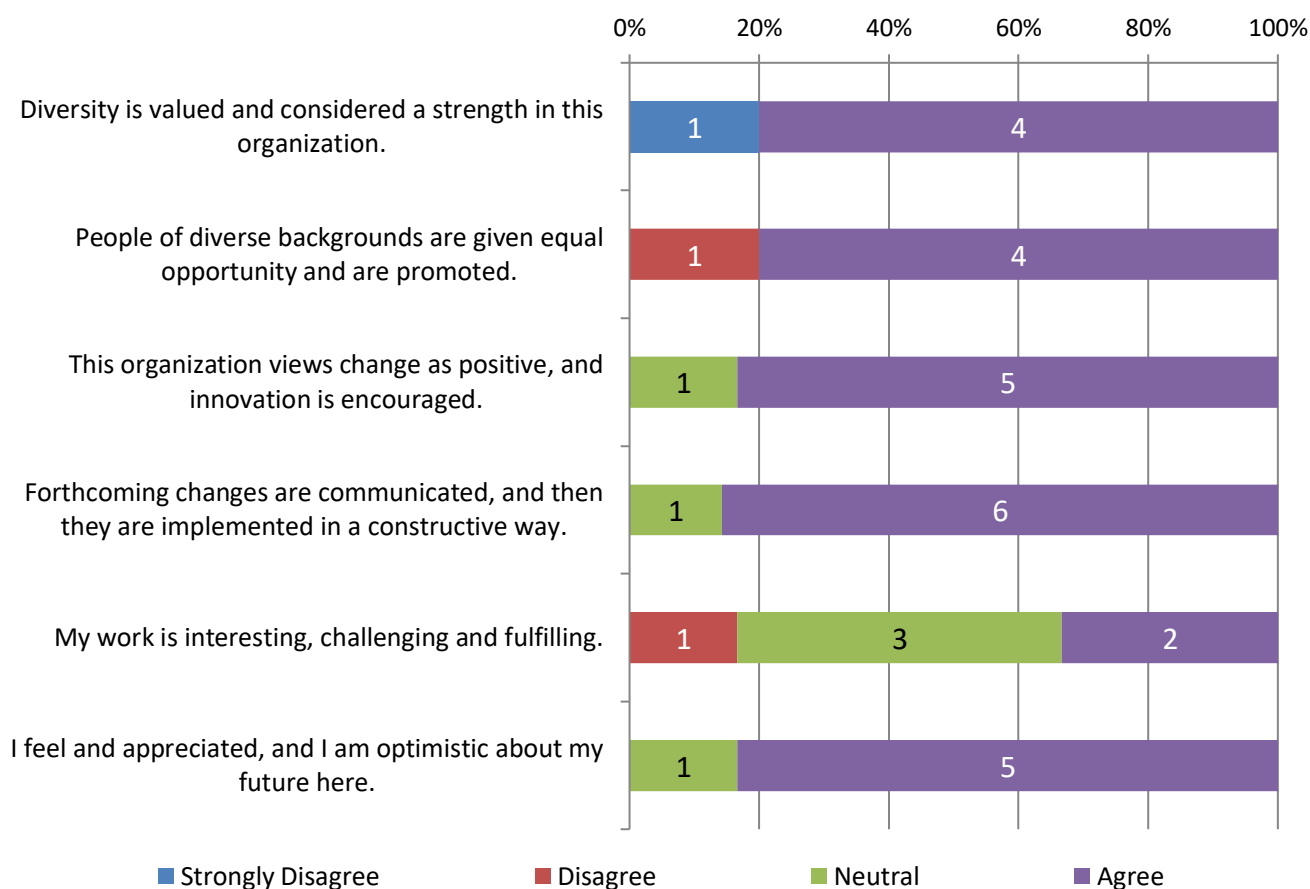
Culture – How We Work Together

- Continue to hire similar employees
- Culture is strong and need a President to maintain the culture
- Value and worth of the organization must also be clearly understood by the community at large

DHIC's Organizational Climate







Final Comments

- The current political climate has the potential for presenting problems that add a new dimension of challenges to the organization maintaining its niche. Market might require consideration of developing more conventional housing.
- The leadership and staff are dedicated and work hard to fulfill the mission of the organization.
- DHIC is an excellent organization with great leadership. I am privileged to serve on the board.
- I applaud this effort in helping plan for succession of the leadership.
- Staff members are key to the success - as they insure each real estate development is successful and keep the organization solvent. They have great skills and could potentially make more money in the private sector. I believe the staff should be supported as they are so important.