

Q1 What would you say are three internal strengths at DHIC that should be preserved and prioritized by the new CEO?

Answered: 15 Skipped: 1

ANSWER CHOICES	RESPONSES	
1.	100.00%	15
2.	100.00%	15
3.	100.00%	15

#	1.	DATE
1	retain a committed and expert staff	12/2/2019 6:46 PM
2	reputation, strong relationships	11/30/2019 4:38 AM
3	Finding great deals to pursue	11/29/2019 11:28 PM
4	Mission Focused	11/29/2019 9:39 PM
5	Transparency	11/29/2019 2:14 PM
6	Ability to listen and hear all staff ideas/concerns	11/27/2019 2:49 PM
7	The blended organization cultural of DHIC is essential and appreciated by many. The cultural here touches on all of the 4-typical organizational types which include; Clan, Adhocracy, Market, and Hierarchy. The blend of these cultures is why DHIC and its staff are so productive and successful in my opinion.	11/27/2019 2:24 PM
8	high-quality product and people	11/26/2019 10:39 PM
9	Caring, thoughtful and supportive environment	11/26/2019 9:30 PM
10	Transparency	11/26/2019 7:07 PM
11	Continue the focus for transparency and openness.	11/26/2019 5:51 PM
12	Opportunities	11/26/2019 5:38 PM
13	Camraderie	11/25/2019 3:22 PM
14	Sustained ability to meet it's mission providing affordable housing	11/25/2019 1:28 PM
15	Excellent benefits and staff-friendly policies	11/23/2019 1:04 PM
#	2.	DATE
1	offer competitive benefits package and incentives for achieving organizational goals	12/2/2019 6:46 PM
2	High quality, attractive portfolio	11/30/2019 4:38 AM
3	Balancing mission with business	11/29/2019 11:28 PM
4	Strong, Stable Leadership and Team Members	11/29/2019 9:39 PM
5	Communication	11/29/2019 2:14 PM
6	flexibility/accommodating with family conflicts/travel	11/27/2019 2:49 PM
7	The cultural of organization and personal development is a strong suite of DHIC. Currently they pride themselves on offering as many personal and organizational development opportunities possible. I would like to see those opportunities continued and maybe even increased.	11/27/2019 2:24 PM
8	productivity	11/26/2019 10:39 PM
9	Trust in and support of the work ethic, knowledge and abilities of staff	11/26/2019 9:30 PM
10	Creativity	11/26/2019 7:07 PM
11	Sharing ideas to improve both the company and ourselves.	11/26/2019 5:51 PM
12	Inclusion	11/26/2019 5:38 PM
13	Outstanding ethics	11/25/2019 3:22 PM
14	DHIC should continue to be a great place to work	11/25/2019 1:28 PM
15	Commitment to quality developments	11/23/2019 1:04 PM
#	3.	DATE
1	offer professional development and training opportunities	12/2/2019 6:46 PM
2	institutional knowledge, skilled and committed staff	11/30/2019 4:38 AM

3	Maintaining a collaborative way of approaching projects	11/29/2019 11:28 PM
4	Work Environment	11/29/2019 9:39 PM
5	Integrity	11/29/2019 2:14 PM
6	positive yet hard working culture of DHIC and the great relationships team members have with each other	11/27/2019 2:49 PM
7	Credibility...DHIC is a credible organization because they get the job done professionally and with a high degree of integrity.	11/27/2019 2:24 PM
8	mission-driven employees	11/26/2019 10:39 PM
9	Importance of the interpersonal dynamic of staff	11/26/2019 9:30 PM
10	Commitment to mission	11/26/2019 7:07 PM
11	The knowledge of all our employees is invaluable and to be shared.	11/26/2019 5:51 PM
12	Fairness	11/26/2019 5:38 PM
13	Open, collaborative, stress-free culture	11/25/2019 3:22 PM
14	DHIC should continue to be a financially sound organization	11/25/2019 1:28 PM
15	Company culture	11/23/2019 1:04 PM

Q2 What are three internal weaknesses at DHIC that you would like to see addressed by the new CEO?

Answered: 15 Skipped: 1

ANSWER CHOICES	RESPONSES	
1.	100.00%	15
2.	93.33%	14
3.	86.67%	13

#	1.	DATE
1	overcome silos that exist between lines of business	12/2/2019 6:46 PM
2	tend to operate in silos	11/30/2019 4:38 AM
3	Need to increase the efficiency/approval process in moving projects or decisions along	11/29/2019 11:28 PM
4	More organized work flow	11/29/2019 9:39 PM
5	Management integrity	11/29/2019 2:14 PM
6	lack of communication between team members, mostly between different departments	11/27/2019 2:49 PM
7	Advancement Opportunities (i.e., competitive pay/title changes/duties and responsibilities.)	11/27/2019 2:24 PM
8	pressures on back office (finance & asset management)	11/26/2019 10:39 PM
9	There are some outdated work expectations. There should be more focus on quality of work and meeting goals and deadlines. We are salaried employees and should have the flexibility to work remotely and work during non-traditional hours if need be. Currently there is too much emphasis on sitting at your desk during traditional work hours, instead of just getting the work done.	11/26/2019 9:30 PM
10	Technology	11/26/2019 7:07 PM
11	We continue to work in "silos."	11/26/2019 5:51 PM
12	Remote work	11/26/2019 5:38 PM
13	Efficiencies/streamlining	11/25/2019 3:22 PM
14	less paper more technology	11/25/2019 1:28 PM
15	Disorganization and lack of consistent systems	11/23/2019 1:04 PM

#	2.	DATE
1	REI best practices and training are needed for staff and board	12/2/2019 6:46 PM
2	need to better utilize technology to improve communication, efficiencies and productivity	11/30/2019 4:38 AM
3	Need to be selective in programs / projects we choose. We do not need to do EVERYTHING we are approached about.	11/29/2019 11:28 PM
4	Consideration of work loads - staff capacity	11/29/2019 9:39 PM
5	Compensation	11/29/2019 2:14 PM
6	no clear direction on who makes final decisions on certain things -make it consistent	11/27/2019 2:49 PM
7	Building and work outside our normal cookie cutter- approach...more innovation is needed.	11/27/2019 2:24 PM
8	no in-house construction expertise	11/26/2019 10:39 PM
9	The adherence to procedures and expectations needs to be more of a focus and everyone should be held to the same standards	11/26/2019 9:30 PM
10	Reluctance to embrace change	11/26/2019 7:07 PM
11	The technology to be upgraded in terms of accessing information readily; i.e. better and more functional CMS system.	11/26/2019 5:51 PM
12	technology	11/26/2019 5:38 PM
13	Approach to growth	11/25/2019 3:22 PM
14	Staff capacity for certain areas	11/23/2019 1:04 PM

#	3.	DATE
1	current business model is transactional vs relational and lacks client/resident-centered approach	12/2/2019 6:46 PM
2	there is a need to expand Resident Services	11/30/2019 4:38 AM

3	The new CEO should recognize that just because we don't do everything like every other NWO, some of our practices really are best for us.	11/29/2019 11:28 PM
4	Strong reporting tools	11/29/2019 9:39 PM
5	Better communication from the top down	11/29/2019 2:14 PM
6	Overly conservative when it comes to utilizing employees in-house skills, abilities, and opinions versus what their job title suggest they should do and know.	11/27/2019 2:24 PM
7	need more systems for decision making & certain processes (less ad hoc)	11/26/2019 10:39 PM
8	Salaries should be assessed for comparability to industry standards, performance and longevity	11/26/2019 9:30 PM
9	Communication	11/26/2019 7:07 PM
10	Share knowledge and ways of doing things better.	11/26/2019 5:51 PM
11	pro benefits	11/26/2019 5:38 PM
12	I could only think of two	11/25/2019 3:22 PM
13	Lack of professional marketing for RFPs, etc.	11/23/2019 1:04 PM

Q3 What are three external opportunities that you hope the CEO will explore or enable staff to pursue?

Answered: 14 Skipped: 2

ANSWER CHOICES	RESPONSES	
1.	100.00%	14
2.	92.86%	13
3.	78.57%	11

#	1.	DATE
1	cultivate new partnerships with the business sector and faith base community to help address affordable housing shortage	12/2/2019 6:46 PM
2	intentionally establish partnerships with the bussiness community to create oppotunities for our residents and the surrounding community	11/30/2019 4:38 AM
3	Allowing staff to cultivate external relationships along with the new CEO. The CEO does not need to be the only face of the company.	11/29/2019 11:28 PM
4	Continue strong partnerships	11/29/2019 9:39 PM
5	Homelessness in the communities we serve	11/29/2019 2:14 PM
6	Affordable Housing with a commercial/mix-use element (health clinic, hospital, dental clinic, etc)	11/27/2019 2:24 PM
7	continue searching for new partnerships	11/26/2019 10:39 PM
8	Ideas for a different office location with more space that is desperately needed	11/26/2019 9:30 PM
9	Social impact measurements	11/26/2019 7:07 PM
10	Find ways to provide down payment assistance which is desperatley needed in our market.	11/26/2019 5:51 PM
11	Increase hispanic marketing	11/26/2019 5:38 PM
12	Acquisitions/build out portfolio	11/25/2019 3:22 PM
13	Explore development opportunities in rural NC	11/25/2019 1:28 PM
14	Possibility of vertical integration (design, construction, or management)	11/23/2019 1:04 PM

#	2.	DATE
1	take a more holistic approach and form strategic partnerships to help address resident/community needs beyond housing	12/2/2019 6:46 PM
2	create opportunities for special populations (formerly homeless, Veterans, youth aging out of foster care system)	11/30/2019 4:38 AM
3	Explore additional funding opportunities - from different types of loan products to grants to fundraising	11/29/2019 11:28 PM
4	Increase HOC revenue	11/29/2019 9:39 PM
5	Pursue opportunities to prevent gentrification	11/29/2019 2:14 PM
6	Expanding DHIC's foot print and portfolio more is vital to it's survival in this industry and current market.	11/27/2019 2:24 PM
7	possibilities of increasing geographic footprint	11/26/2019 10:39 PM
8	Expanding staff to help with high demand on current staff	11/26/2019 9:30 PM
9	Fundraising	11/26/2019 7:07 PM
10	Market to our existing clientele/stakeholders, and find new funding sources.	11/26/2019 5:51 PM
11	financial education	11/26/2019 5:38 PM
12	Joint ventures	11/25/2019 3:22 PM
13	Modular construction or standardization of design	11/23/2019 1:04 PM

#	3.	DATE
1	serve as a trusted partner and take a more active role in educating and serving as a resource to homeowners living in rapidly gentrifying neighborhoods	12/2/2019 6:46 PM
2	expand advocacy base by creating a formal network of supporters	11/30/2019 4:38 AM
3	Learning new things from other NWO's as the CEO meets other CEO's	11/29/2019 11:28 PM

4	More community involvement with financial services	11/29/2019 2:14 PM
5	Innovative construction and building concepts and ideas that are explored and executed in other prospering cities and countries.	11/27/2019 2:24 PM
6	accessing capital from the local business community or other new sources	11/26/2019 10:39 PM
7	Explore ways to improve technology and work flow	11/26/2019 9:30 PM
8	Preservation of affordable housing	11/26/2019 7:07 PM
9	Find different fundign sources to our mission and work.	11/26/2019 5:51 PM
10	blogging/website	11/26/2019 5:38 PM
11	Expansion into other states	11/23/2019 1:04 PM

Q4 What are three external risks you believe the next CEO needs to be prepared to manage, or to enable staff to manage?

Answered: 16 Skipped: 0

ANSWER CHOICES	RESPONSES	
1.	100.00%	16
2.	81.25%	13
3.	62.50%	10

#	1.	DATE
1	managing and responding to a changing political environment and a more involved citizenry around the issue of affordable housing	12/2/2019 6:46 PM
2	with an increased emphasis on the collective impact of strategic alliances there is a need to expand agency resources to pursue and support this activity	11/30/2019 4:38 AM
3	Making (or not making) connections quickly enough with partners/stakeholders/politicians/etc.	11/29/2019 11:28 PM
4	Competing counseling organizations	11/29/2019 9:39 PM
5	Longterm financial stability in the community	11/29/2019 2:14 PM
6	Technology improvement	11/27/2019 4:32 PM
7	Growth of the Real Estate Development pipeline and the increasing difficulty of the projects (ie. Willard, Beacon, WT Townhomes)	11/27/2019 2:49 PM
8	Political and financial connections are vital in this role. It is important that current relationships are maintained, but more importantly new relationships also need to be fostered.	11/27/2019 2:24 PM
9	aging portfolio	11/26/2019 10:39 PM
10	Partners feeling uneasy or hesitant to develop an relationship with a new CEO	11/26/2019 9:30 PM
11	Changes to the political landscape	11/26/2019 7:07 PM
12	Poor management data system or CMS.	11/26/2019 5:51 PM
13	realestate market	11/26/2019 5:38 PM
14	Maintaining local gov/stakeholder relationships	11/25/2019 3:22 PM
15	Increased competition for funding	11/25/2019 1:28 PM
16	Rising construction and design costs	11/23/2019 1:04 PM

#	2.	DATE
1	competing for funding resources and managing growing requests and interest to partner with DHIC	12/2/2019 6:46 PM
2	Being able to address the trust issue external partners may have with Gregg leaving	11/29/2019 11:28 PM
3	Redevelopment projects	11/29/2019 2:14 PM
4	Staff growth	11/27/2019 4:32 PM
5	Be prepared to manage/understand the politics of the City of Raleigh and City of Durham.	11/27/2019 2:49 PM
6	Public perception is quintessential as President of DHIC. A lot of deals are made and dismantled based on what someone thinks of you and your organization before a meeting or word is had. So, it's critical that the new leader emphasizes trust, knowledge, and credibility.	11/27/2019 2:24 PM
7	economic downturn	11/26/2019 10:39 PM
8	The perception that our strong reputation in the community and industry could be compromised by our CEO retiring	11/26/2019 9:30 PM
9	Finding additional sources of subsidy for bond projects	11/26/2019 7:07 PM
10	Never rely on our laurels and continue to push for new opportunities.	11/26/2019 5:51 PM
11	funding	11/26/2019 5:38 PM
12	Increased competition	11/25/2019 3:22 PM
13	Reputation of DHIC within the community and political sphere	11/23/2019 1:04 PM

#	3.	DATE
1	maintaining our visibility and level of engagement in the community	12/2/2019 6:46 PM
2	Finding deals to keep the pipeline full.	11/29/2019 11:28 PM

3	How to stay relevant in the communities we serve	11/29/2019 2:14 PM
4	Office space growth	11/27/2019 4:32 PM
5	Getting someone that seems like a great leader on paper, but isn't really connected or well versed in all the areas of our work to move the organization forward without any major hiccups.	11/27/2019 2:24 PM
6	funders & partners lose confidence in DHIC when Gregg is gone	11/26/2019 10:39 PM
7	Increased competition from out of town developers	11/26/2019 7:07 PM
8	Do not sway from our mission and what we are known for in our marketplace.	11/26/2019 5:51 PM
9	Increased costs of development	11/25/2019 3:22 PM
10	Generational transitions within the LIHTC community	11/23/2019 1:04 PM

Q5 Are there other strategic priorities that the new CEO will need to be ready to “dive in on” with staff in the first year? (For example, specific projects, partnerships, or planning efforts that are currently underway.)

Answered: 15 Skipped: 1

#	RESPONSES	DATE
1	In addition to spending a considerable amount of time working with staff and board through the transition and adjustment period, the new CEO will need to: 1) manage the real estate development pipeline and tax-credit process that will be underway (to include a rezoning process for Milner project); 2) consult with CFO and Asset Management on decisions related to consolidating property management companies; 3) work with mark/comm team to message externally around change and outlook for the organization; 4) get a handle on NW and other grant funding deadlines; and 5) identify appropriate role for DHIC to play in the COR's new housing bond process.	12/2/2019 6:46 PM
2	-Use of technology to support efficiencies and enhance resident services and community building - dedicate additional resources to marketing and branding to increase awareness, meet philanthropic goals and identify ourselves as leaders in the industry	11/30/2019 4:38 AM
3	Will need to get up to speed quickly on all the development projects; keep the momentum going on Washington Terrace; address the changes coming with property management companies; keep the deals coming!	11/29/2019 11:28 PM
4	HOC Lending	11/29/2019 9:39 PM
5	Yes, redevelopment projects that are currently ongoing	11/29/2019 2:14 PM
6	- lease up/dedication of Beacon Ridge and the communities expectations on that project - Phase 3 of Washington Terrace - HOC DPA fund	11/27/2019 2:49 PM
7	I think the new CEO should dive into knowing who all the movers and shakers are that help the work of DHIC happen (i.e., mayors, city council, county commissioners, funders, bankers, NeighborWorks America, DHIC board, staff, and others alike).	11/27/2019 2:24 PM
8	Relatively new partnership with Presbyterian church. Raleigh affordable housing bond campaign. Homeownership efforts in Washington Terrace. Possible consolidation of property management company relationships. Do we need more staff in certain departments?	11/26/2019 10:39 PM
9	To understand the intricacies of our projects, pipeline and portfolio while making sure everything remains on track	11/26/2019 9:30 PM
10	The cost of land acquisition continues to rise. Developing relationships with nontraditional partners for land (e.g. churches, base realignment act) is imperative.	11/26/2019 7:07 PM
11	Seeking ways to include the HOC in projects to help "cross-sell" what we do as an entire company. Looking to ways we can develop a lending platform to help more of our clients seeking down payment assistance and help them realize the dream of homeownership.	11/26/2019 5:51 PM
12	n/a	11/26/2019 5:38 PM
13	Growth of Asset Management/portfolio as a whole. Embracing continues growth through unconventional (i.e. not just 9% deals) methods such as acquisitions strictly for NOAH purposes, joint venture infill developments (Willard St), 4% bond deals (Beacon Ridge), etc	11/25/2019 3:22 PM
14	I would think getting up to speed on current developments, getting to know the personalities around the office, etc. would be priorities.	11/25/2019 1:28 PM
15	We need a comprehensive strategy for the rehabilitation of our existing portfolio. I believe we also need to take a hard look at DHIC's future and what we want that to be. There are several opportunities for strengthening, expanding, and enhancing what we do, but they will require a dedicated commitment and some growing pains. They also may require some hard decisions to not put as much time and effort into some things (e.g. consulting for other nonprofits) that are not the highest and best use of our time.	11/23/2019 1:04 PM

Q6 What are three personal or management qualities of DHIC's current CEO that are "must haves" for the next CEO?

Answered: 15 Skipped: 1

ANSWER CHOICES	RESPONSES	
1.	100.00%	15
2.	100.00%	15
3.	86.67%	13

#	1.	DATE
1	I think that the new CEO should have emotional intelligence and be able to manage change and expectations	12/2/2019 6:46 PM
2	decisive, risk taker	11/30/2019 4:38 AM
3	Being inclusive of staff input & opinion	11/29/2019 11:28 PM
4	Leader and Mentor / Not just Director	11/29/2019 9:39 PM
5	Easy to approach no matter the reason	11/29/2019 2:14 PM
6	very hard working and passionate but also able to have fun and be relaxed	11/27/2019 2:49 PM
7	Experience and Knowledge	11/27/2019 2:24 PM
8	entrepreneurial	11/26/2019 10:39 PM
9	Fiscal and social beliefs need to be in-line with that of the organization	11/26/2019 9:30 PM
10	Empathy	11/26/2019 7:07 PM
11	Tremendous knowledge of the non-profit world and what it will take to thrive in the next century.	11/26/2019 5:51 PM
12	Innovative	11/26/2019 5:38 PM
13	Easygoing	11/25/2019 3:22 PM
14	Knowledgeable about all aspects of Affordable Housing	11/25/2019 1:28 PM
15	Relationship development and political know-how	11/23/2019 1:04 PM
#	2.	DATE
1	have good interpersonal skills and be able to relate and communicate authentically with different stakeholder groups, community leaders, and resident populations;	12/2/2019 6:46 PM
2	open-minded, visionary	11/30/2019 4:38 AM
3	Giving managers decision making authority over their departments and being clear when CEO approval is needed	11/29/2019 11:28 PM
4	Visionary for the good of DHIC	11/29/2019 9:39 PM
5	Transparency	11/29/2019 2:14 PM
6	doesn't micromanage but is always available and happy to answer questions/provide guidance	11/27/2019 2:49 PM
7	Confidence and Reliability	11/27/2019 2:24 PM
8	determined & dedicated	11/26/2019 10:39 PM
9	Strong reputation, respect and leadership in the community	11/26/2019 9:30 PM
10	Visionary	11/26/2019 7:07 PM
11	Share the vision of the future with all employees.	11/26/2019 5:51 PM
12	Approachable	11/26/2019 5:38 PM
13	Understanding	11/25/2019 3:22 PM
14	Ability to sustain and grow a business	11/25/2019 1:28 PM
15	Delegation of responsibility (not micromanaging)	11/23/2019 1:04 PM
#	3.	DATE
1	and be able to build new level of trust to foster better communications and staff morale.	12/2/2019 6:46 PM
2	sound judgement, skilled problem solver	11/30/2019 4:38 AM
3	Allowing staff to continue presenting to and directly answering board member questions. (Some ED's at other NWO's do not allow staff in board meetings, which makes no sense to me.)	11/29/2019 11:28 PM

4	Integrity	11/29/2019 2:14 PM
5	Respectful Leadership	11/27/2019 2:24 PM
6	fair	11/26/2019 10:39 PM
7	Genuine care and support for staff	11/26/2019 9:30 PM
8	Patience	11/26/2019 7:07 PM
9	Caring and trust toward all employees in the company.	11/26/2019 5:51 PM
10	Humble	11/26/2019 5:38 PM
11	Committed	11/25/2019 3:22 PM
12	Positive outlook, level headed	11/25/2019 1:28 PM
13	Strong reputation in the LIHTC community	11/23/2019 1:04 PM

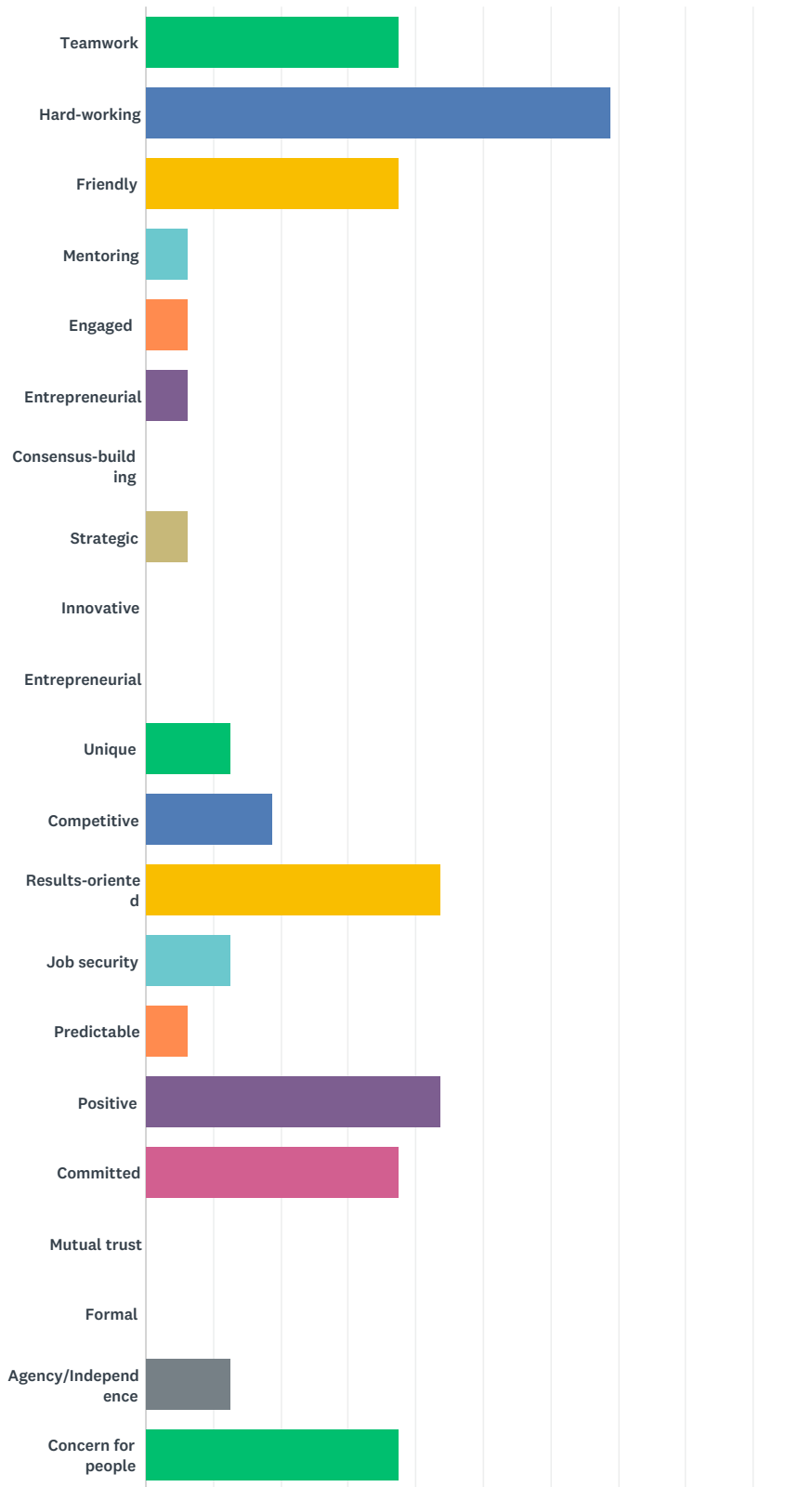
Q7 Are there other skills, knowledge or personal or management qualities that you would like to see a new CEO bring to DHIC?

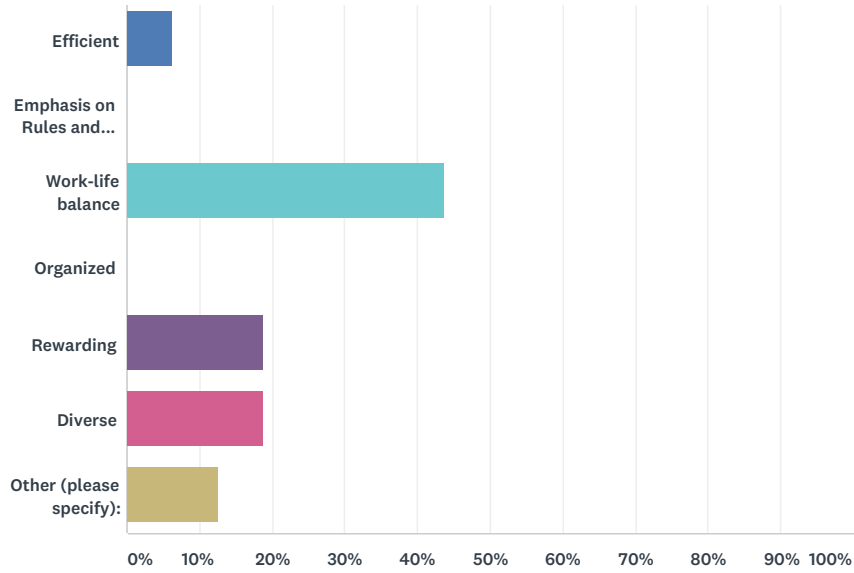
Answered: 15 Skipped: 1

#	RESPONSES	DATE
1	I think that the new CEO should be able to: 1) recognize signs of staff fatigue and burnout and be able to address appropriately; 2) be able to think outside of traditional means to generate new funding sources to support work across lines of business; 3) be able to analyze and use data to inform our decisions; and 4) be able to lead our staff and board through a process that promotes equity and inclusion at all levels of our work.	12/2/2019 6:46 PM
2	-accustomed to leading racially diverse teams -high emotional intelligence -someone who understands and embraces the principles of "servant leadership" -relentless learner	11/30/2019 4:38 AM
3	Would like the new CEO to be a developer, deal maker. I feel like that is one of the biggest gaps we'll have when Gregg leaves.	11/29/2019 11:28 PM
4	Some knowledge / experience with services provided by DHIC other than development... HOC, Resident Services.	11/29/2019 9:39 PM
5	Multicultural sensitivity	11/29/2019 2:14 PM
6	More clear on expectations/consistent with expectations	11/27/2019 2:49 PM
7	I think it's important that the new leader has a good grasp on diversity and racial equity inclusion both within DHIC's realm of work and within the communities in which we serve. I also, think it's important that the new leader makes sure DHIC does not waiver from its core mission to serve the underserved. The new leader must ensure that DHIC continues to provide affordable housing for families in need where ever they are. We have a duty to always serve families with limited options.	11/27/2019 2:24 PM
8	Must be open to collaboration and new ideas. But at the same time don't try to completely change things to "make his/her mark". Good listener. No micro-managing. Positive feedback. Open to more modern ways of working, telecommuting, etc. Understanding of real estate development and affordable housing finance is a must.	11/26/2019 10:39 PM
9	Understanding and importance of cultivating employee growth, promotion and advancement and making these a priority. Putting more focus management being better people managers and leaders. Bring a leadership style and approach that is more current and consistent with today's work-life standards.	11/26/2019 9:30 PM
10	A knowledge of fundraising, social impact measurements, and experience helping organizations consider and where appropriate, implement new lines of business.	11/26/2019 7:07 PM
11	Being able to understand we are all different at DHIC and we all bring something to the table that may be a little bit different than the next person and to be open to those ideas presented by all staff.	11/26/2019 5:51 PM
12	knowledge of real-estate market, entrepreneur, risk taker, new ideas, mentoring,	11/26/2019 5:38 PM
13	Not really - unfortunately GW seems perfectly suited to what he's doing now.	11/25/2019 3:22 PM
14	I would like for the person to be of the mindset that if you take care of your employees they will take care of you.	11/25/2019 1:28 PM
15	Preferably, there would be an internal candidate with strong knowledge of the real estate development process and LIHTC industry, as that is the primary driver of success at DHIC. If there is not an internal candidate with those qualifications, I believe DHIC should look for a CEO with a grand vision for DHIC's future. Having political connections/relationships is important. I also think having a candidate with strong fundraising abilities would be beneficial.	11/23/2019 1:04 PM

Q8 Below is a list of words that could describe the culture of an organization. Please choose up to five that best describe the current culture at DHIC from your perspective. We know the list is not exhaustive, so feel free to write in others if you prefer.

Answered: 16 Skipped: 0





ANSWER CHOICES	RESPONSES	
Teamwork	37.50%	6
Hard-working	68.75%	11
Friendly	37.50%	6
Mentoring	6.25%	1
Engaged	6.25%	1
Entrepreneurial	6.25%	1
Consensus-building	0.00%	0
Strategic	6.25%	1
Innovative	0.00%	0
Entrepreneurial	0.00%	0
Unique	12.50%	2
Competitive	18.75%	3
Results-oriented	43.75%	7
Job security	12.50%	2
Predictable	6.25%	1
Positive	43.75%	7
Committed	37.50%	6
Mutual trust	0.00%	0
Formal	0.00%	0
Agency/Independence	12.50%	2
Concern for people	37.50%	6
Efficient	6.25%	1
Emphasis on Rules and Procedures	0.00%	0
Work-life balance	43.75%	7
Organized	0.00%	0
Rewarding	18.75%	3
Diverse	18.75%	3

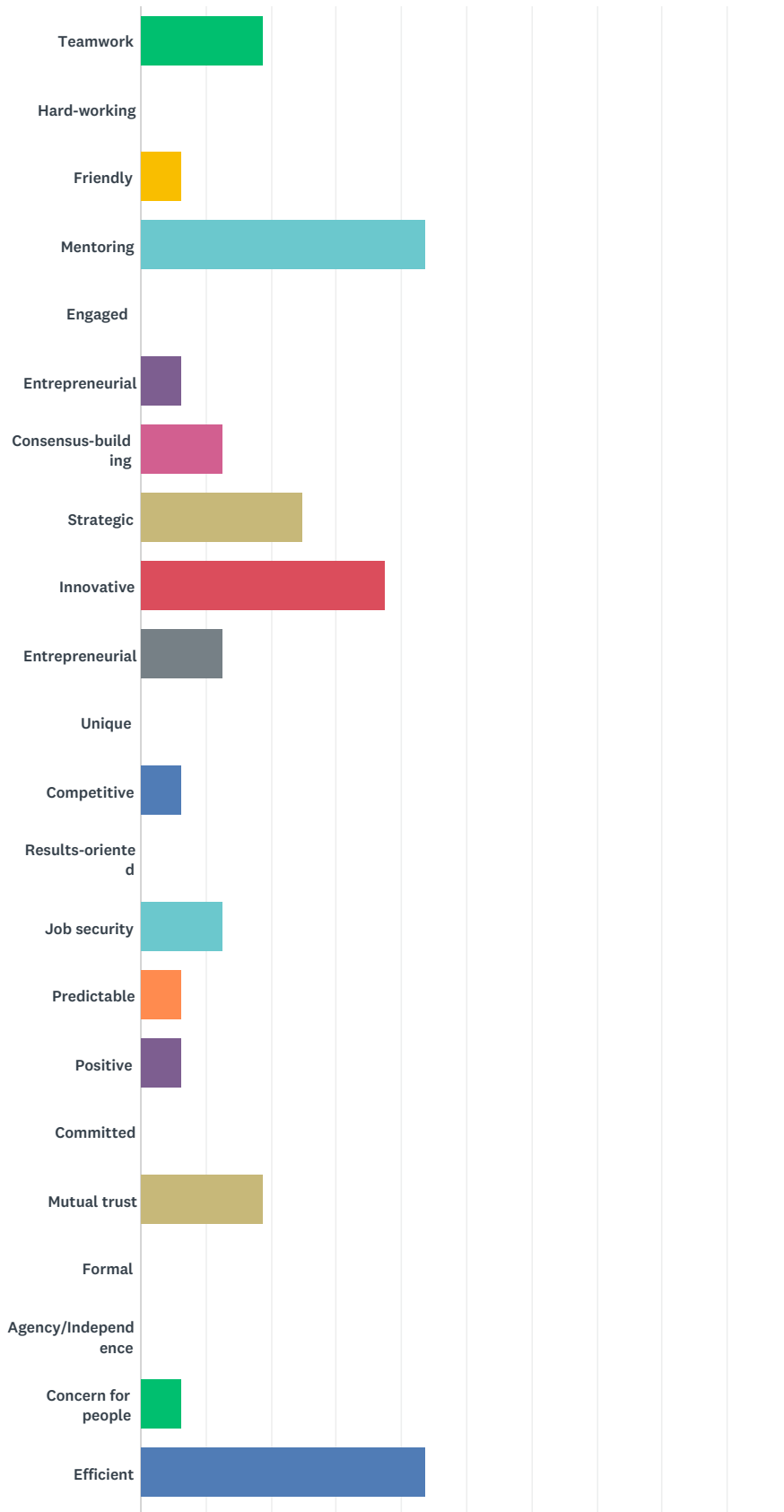
Other (please specify):	12.50%	2
-------------------------	--------	---

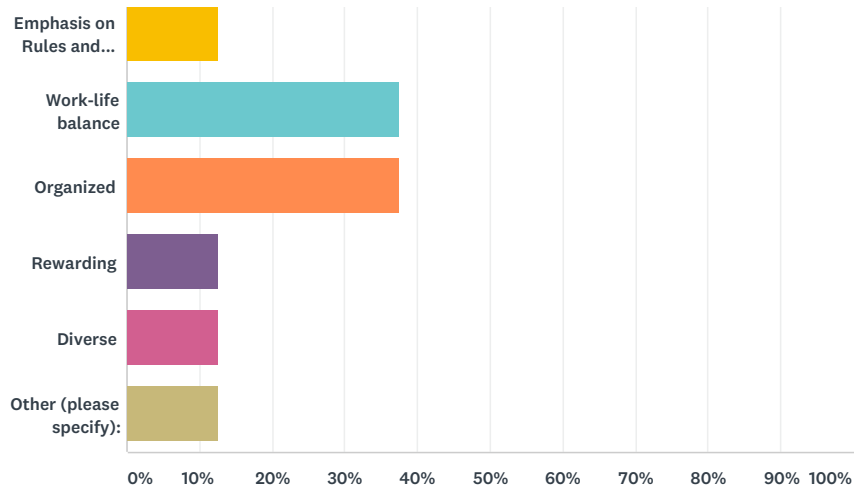
Total Respondents: 16

#	OTHER (PLEASE SPECIFY):	DATE
1	Collaborative	11/29/2019 11:28 PM
2	A sense of mission that it is not about us, but the person we are helping.	11/26/2019 5:51 PM

Q9 Below is that same list. Please choose up to five that you wish DHIC could cultivate more in the future. Feel free to write in others.

Answered: 16 Skipped: 0





ANSWER CHOICES	RESPONSES	
Teamwork	18.75%	3
Hard-working	0.00%	0
Friendly	6.25%	1
Mentoring	43.75%	7
Engaged	0.00%	0
Entrepreneurial	6.25%	1
Consensus-building	12.50%	2
Strategic	25.00%	4
Innovative	37.50%	6
Entrepreneurial	12.50%	2
Unique	0.00%	0
Competitive	6.25%	1
Results-oriented	0.00%	0
Job security	12.50%	2
Predictable	6.25%	1
Positive	6.25%	1
Committed	0.00%	0
Mutual trust	18.75%	3
Formal	0.00%	0
Agency/Independence	0.00%	0
Concern for people	6.25%	1
Efficient	43.75%	7
Emphasis on Rules and Procedures	12.50%	2
Work-life balance	37.50%	6
Organized	37.50%	6
Rewarding	12.50%	2
Diverse	12.50%	2
Other (please specify):	12.50%	2
Total Respondents: 16		

#	OTHER (PLEASE SPECIFY):	DATE
1	Let staff focus - less interruption by the ED on random, unnecessary tasks.	11/29/2019 11:28 PM
2	More recognition and expression of gratitude	11/26/2019 9:30 PM

Q10 Do you have other thoughts as the Transition Committee finalizes a CEO position profile for the Board to review?

Answered: 13 Skipped: 3

#	RESPONSES	DATE
1	This is an exciting time for DHIC and the future holds great promise! Please excuse typos.	12/2/2019 6:46 PM
2	I keep hearing that Gregg's job may need to be split into 2 positions (because we might not find a person that has everything we need?) This doesn't make sense to me - we are paying a ton of money to find the right person, so take the time to find that person. Also, the budget would have to be considered before going down that path. The board needs to understand that we really need more staff (another asset manager, a supportive service position and a director of accounting) all within the next year. So putting any available budget to another executive position does not seem to be the right path to go down.	11/29/2019 11:28 PM
3	Current leader is an awesome leader however, need to be open to change	11/29/2019 9:39 PM
4	Based on our line of business, we can all use more crucial conversation training	11/29/2019 2:14 PM
5	CEO that has a broad and balanced understanding about challenges and changes internally and externally to align with the growing success of the organization. CEO that has exceptional listening skills and can inspire and motivate staff to achieve great results toward the common vision and shared objectives of the organization.	11/27/2019 4:32 PM
6	Gregg has been an incredible leader for the DHIC team and has created a very strong foundation for how we all do our work. His high expectations from his staff and the work we do has gained so much respect from the city, county, and other stakeholders. It is important that the new CEO is able to continue to grow what Gregg has started while respecting the culture of DHIC.	11/27/2019 2:49 PM
7	To the Transition Committee, thank you for taking on this task of finding the best fit for this position. I know it's not easy and none of you take this task lightly. So, thank you for choosing the best replacement for Gregg. I hope that our next leader is as knowledgeable and passionate as our fearless leader Gregg Warren.	11/27/2019 2:24 PM
8	Seems that the Board needs to decide if they want to do their best to "clone Gregg" or to find someone with somewhat different skills since the organization has grown and changed so much under Gregg's tenure	11/26/2019 10:39 PM
9	I would hope that when we need an interim CEO that it not be someone from within the organization.	11/26/2019 7:07 PM
10	Be open to all folks, even if they are not from the non-profit world.	11/26/2019 5:51 PM
11	Please impress upon the new CEO that the culture here is IRREPLACEABLE. And the GW has longstanding relationships with nearly all of the "who's who" of Raleigh. Maintaining the culture and existing relationships are of paramount importance.	11/25/2019 3:22 PM
12	As a fairly new employee I don't feel like I have the insight that some others may have that have been here longer.	11/25/2019 1:28 PM
13	DHIC is at a crossroads with difficult decisions to be made about the future of the company. It is possible, and reasonable, to have the company continue to be successful developing a few small to mid-size projects a year strictly in the Triangle region. It is also possible to use our past successes and experience to pursue new and exciting opportunities to grow the company, our portfolio, and our footprint. In order to this, it will require some changes and there is occasionally some resistance to change within the company. We need greater efficiencies in our decision making and some choices made about what is the best use of staff time.	11/23/2019 1:04 PM