

Success Measure	Measurement Period			3-Year Goal	Actual Progress			Goal Achieved?	
	2015	2016	2017		2015	2016	2017	Yes	No
<b>Board Governance</b>									
# of meetings of Washington Terrace Advisory Committee, during planning and post-planning phases	X	X	X	8	1	1			
Average participation rate of WT Advisory Committee members	X	X	X	75%	100%	100%			
Average annual % of board members who include and fulfill community-level volunteering or events participation as part of annual pledge	X	X	X	100%	100%	100%			
% of Board members participating in the 2015 Board evaluation	X	--	--	100%	100%	--			
# of training opportunities provided at board meetings annually	X	X	X	1	--	5			
Avg # of Board members attending NW training annually	X	X	X	2	2	6			
Adoption and implementation of a revised Succession Plan	X	--	--	Yes	Underway	Yes			
Adoption/implementation of adapted RED Risk Management Tool.	X	X	X	Yes	--	--			
Adoption of committee charters	X	--	--	Yes	Yes	--			
# of Finance Committee meetings with Asset Management as lead agenda item annually	X	X	X	1	1	1			
<b>Staff and Infrastructure</b>									
# new staff hired	X	--	--	2	2	2			
# of staff participating in cross-training opportunities	X	X	X	5	--	10			
# of interdepartmental educational opportunities delivered annually	X	X	X	1	--	1			
Annual review of asset management capacity conducted	X	X	X	Yes	Yes	Yes			
Personnel manual updated and approved in 2016	--	X	--	Yes	--	--			
<b>Resource Development</b>									
Civic Engagement strategy fully-implemented and neighborhood support achieved	X	--	--	Yes	Yes	Yes			
# new corporate or institutional funders cultivated	X	X	X	5	6	5			
# of individual donors who give at least once between 2015 - 2017	X	X	X	50	50	40			
HOC communications reflect DHIC re-brand and new communications plan is executed	X	--	--	Yes	Underway	Underway			
% of properties with communications materials that reflect DHIC brand by the end of 2016	--	X	--	100%	--	100%			
Communications protocol and policy manual, including emergency communications plan, is developed and all staff trained.	--	--	X	Yes	--	--			
<b>Real Estate Development</b>									
Minimum # of LIHTC applications submitted annually (includes 4%)	X	X	X	3	4	3			
Minimum # of LIHTC applications approved by NCHFA	X	X	X	4	2	3			
Average # of new construction units for which funding is secured per project over three years	X	X	X	60	2/163	3/437			

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Washington Terrace Master Plan is completed and approved	X	--	--	Yes	Yes	--			
Number of phases of Washington Terrace completed or in the planning stage of the pipeline	X	X	X	3	1	2			
Number of units of supportive housing completed as development consultant	--	X	--	16	--	0			
Revenue earned from development consulting activities	X	X	--	\$100,000	\$32,000	\$46,500			
Analysis of in-house construction unit completed in 2017	--	--	X	Yes	--	--			
Minimum # of new partnership opportunities secured for TOD or other purposes	X	X	X	1	1	1			
Average development fee generated per unit of new construction	X	X	X	\$ 10,500	\$ 11,528	\$ 8,542			
<b>Homeownership Center</b>									
Number of <i>Bringing Home the Dream</i> workshops hosted annually	X	X	X	15	15	15			
Number of clients graduated	X	X	X	900	401	346			
% of graduates who purchase a home for the first time	X	X	X	35%	30%	27%			
\$ amount received from the City of Raleigh for HOC activities	X	X	X	\$210,000	\$73,500	\$73,500			
Average # of outreach events and/or workshops delivered live or on-line annually	X	X	X	12	15	20			
Number of new non-profit or corporate counseling partnerships	X	X	X	1	--	1			
Number of HOC Open Houses hosted annually	X	X	X	1	--	--			
Average attendance at HOC Open Houses	X	X	X	20	n/a	n/a			
Number of eHome America training completers	X	X	X	100	7	18			
Financial capability program vetted and implemented by 2016	X	X	--	Yes	Underway	Underway			
# of financial capability graduates	X	X	X	75	--	--			
<b>Resident Services</b>									
# of partner organizations, stakeholders participating in Washington Terrace Master Planning Process, and/or post-planning activities	X	--	--	10	65	15			
# of Washington Terrace and neighborhood residents participating in the Washington Terrace Master Planning Process	X	--	--	100	300	50			
Washington Terrace ongoing resident engagement plan completed and implemented	--	X	X	Yes	Yes	Yes			
New service and evaluation plan approved and implemented	--	X	X	Yes	--	Underway			
Minimum # of target plans for special populations meeting compliance standards	X	X	X	12	12	20			
Minimum # of project service plans meeting compliance standards	X	X	X	32	32	16			
Completion of required NW CIMS project at HV (includes 200+ resident surveys; block observations; and dwelling assessments)	--	X	--	Yes	--	--			

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	2015	2016	2017		2015	2016	2017	Yes	No
# of property resident health assessments completed in partnership with Advance Community Health	X	X	--	2	1	1			
# of smoke-free policies and supportive education plans implemented at senior sites	X	X	X	10	6	4			
<b>Asset Management</b>									
Annual DSC ratio (90% of properties or in aggregate)	X	X	X	1.15	1.65	1.72			
Maximum Vacancy Loss (portfolio average)	X	X	X	4%	1.78%	2.56			
Average Days Vacant compared to prior year	X	X	X	Less than 30 Days	23 Days	16 Days			
Minimum Collection Rate (portfolio average)	X	X	X	97%	99.5%	95.71			
Minimum cash flow from asset management services	X	X	X	\$1.4M	\$448,000	\$566,000			
# of Y15 units exited or with plans for exit	X	X	X	279	72	236			
# of Y15 units refinanced or resyndicated	X	X	X	308	124	59			