**Observations to Help to Guide the DHIC Succession Process**

**Setting the Context: Opportunities and Challenges Faced by DHIC**

* DHIC is in a great place right now: a strong team, solid financials, well performing properties and a great reputation in the Triangle.
* Local government support in the Triangle area for affordable housing has never been higher.
* More local dollars than ever have been committed to support the type of work DHIC does.
* Concerns over income inequality and lower rates of homeownership attainment among black families has raised the importance of the work of the Homeownership Center.
* Given the interest in homeownership, DHIC needs to have staff or consultants who can identify best practices and products needed to support increased homeownership levels.
* DHIC has a solid reputation among local governments and real estate professionals as the top affordable housing developer in the Region.
* There are development opportunities that are being offered by local governments that call for mixed income , mixed use developments—often at a scale that requires partnerships with for profit market rate developers.
* Given the Triangle’s reputation having a very strong real estate market and money for affordable housing, new for-profit affordable housing developers are entering the market for Boston, DC Chicago and elsewhere.
* These new entrants to the market are spending considerable time on staffing, marketing and building alliances with local market rate real estate interests.
* DHIC will need to devote more time and resources to better tell our story and distinguish our work from those who we compete with for land, government resources and recognition.
* DHIC will need to engage a wider audience of supporters who understand our work and what differentiates our work from those in the for-profit sector.
* We will need to raise up our capacity to support resident services functions which will help better differentiate DHIC from for profit interests.
* DHIC will need to continue to build strategic alliances with natural partners such as churches, the YMCA, local and national foundations.

**What Gregg Does Currently**

External Relations

* Lead DHIC contact with NeighborWorks America leadership
* Lead contact with elected officials in the Triangle
* Maintain personal/professional relationships with other NWO CEOs across the country
* Attend workshops of HPN, NW and other seminars.
* Participate in ULI, YIMBY, WakeUp and other local affinity groups
* Lead contact with Rep. Price and his staff
* Maintain contact with N&O reporter who covers local government
* Historically, have volunteered to serve on other non-profit boards to learn and raise DHIC profile
* Attend selected elected officials fundraising events
* Participate in various speaking engagements, conferences
* Community Housing Capital Board of Directors (will continue)
* Touch bases occasionally with groups like Passage Home, StepUp and CASA

Deal Identification/Structuring

* Early identification of deals/sites
* Negotiate land acquisition terms
* Research how deals are designed and structured elsewhere
* Lead contact with market rate developers and realtors
* Receive more emails than I want or need marketing land or existing apartment communities
* Push staff to take on different types of transactions and larger transactions
* Encourage new ventures/risk taking on the part of staff
* Elevate local government issues regarding plan approvals or financing to higher levels
* Always push staff to ask for more $ from partners. “It never hurts to ask”.

Policy Setting

* Encourage Homeownership Team to explore lending options and types of down payment assistance.
* Review policies and programmatic decisions at City County and State level and offer suggestions
* Identify best practices and offer comments on NW special initiatives, funding priorities and other matters

Board Relations

* Lead contact with Board
* Help to identify new Board members
* Hold orientation sessions with new Board members
* Work to maintain diversity of Board members
* Decide what goes before the Board
* Structure agenda for meetings
* Seek ways to have more generative discussions with Board
* Identify special tutorials/topics for Board meetings
* Maintain familiarity with key organizational documents

**Important Qualifications of New Leader**

* Demonstrated affordable housing development experience
* Resume that demonstrates capability gain respect of real estate community
* Resume that will gain respect of staff
* Excellent communication and speaking skills
* Willingness to be an active “influencer” across social media platforms
* Interest and experience in directing expanded marketing efforts
* Passion for the work with emphasis on racial equity and inclusion
* Willingness to respect and maintain DHIC culture
* Capacity to balance mission and margin