

# self-assessment:

## Development Capacity

### About this assessment

To be a successful housing developer, it is important that you understand your organization's capacity to develop—your strengths and areas where you will need support or partnership. The development process can be long, and operating a property will extend far into the future. In other words, developing housing represents a significant decision and investment for your organization. Are you ready?

This self-assessment will help you identify areas of existing capacity and areas where additional support or partnership may be needed relative to organizational capacity, development experience, and external relationships.

This assessment is organized into two parts. The first part is a brief survey intended to highlight your organizational strengths, along with any potential gaps to address. Your responses will be automatically organized into the second part of this assessment: a SWOT framework. You can add additional information or context and further strategize ways to use your organizational strengths or minimize external threats or internal weaknesses directly in the framework.

### Assessing your organization's strengths

Consider each statement and rate how closely it describes your organization, past development experience, and external relationships. Note that not all questions will be relevant for all organizations or development models. For example, if you already own the parcel you are planning to develop, relationships with property owners may not be relevant. Or your organization may not have a board of directors to consider. Mark "Not applicable" for any questions that do not apply to you.

For questions that ask about staffing, this can refer to either in-house or contract staff. It does not refer to staff that you may need to hire for your project team.

### Question Content

#### Group 1

- 1 The development aligns with our current organizational mission

Disagree Neutral Agree Not Applicable
- 2 My organization has enough in-house staff to complete a development from start to finish

Disagree Neutral Agree Not Applicable
- 3 Our in-house staff possess the core skills associated with housing development: critical thinking and problem-solving, effective communication, and building and maintaining stakeholder relationships.

Disagree Neutral Agree Not Applicable
- 4 Our organization has the internal systems and knowledge to support the housing development process.

Disagree Neutral Agree Not Applicable
- 5 Our organization's human resources support hiring or staff development as needed

Disagree Neutral Agree Not Applicable

6 Our organization has the information technology (IT) systems and equipment to manage the housing development process, including any compliance and asset management during and after construction.

Disagree Neutral Agree Not Applicable

7 Our in-house staff can reasonably commit the time to ensure this development's success given their other commitments.

Disagree Neutral Agree Not Applicable

8 Our organization will be able to meet our balance sheet requirements after seeking financing for this project.

Disagree Neutral Agree Not Applicable

9 Our organization has internal processes to anticipate and mitigate risks involved with the housing development process.

Disagree Neutral Agree Not Applicable

10 Our board of directors has experience or expertise that can be leveraged for this project.

Disagree Neutral Agree Not Applicable

## Group 2

11 Our staff can create and realize a shared vision for this development across the project team.

Disagree Neutral Agree Not Applicable

12 Our staff has experience identifying and acquiring sites for development.

Disagree Neutral Agree Not Applicable

13 Our staff has experience assembling and leading a project team of all the other staff involved in development.

Disagree Neutral Agree Not Applicable

14 Our staff has experience identifying, securing, and using public and private financing for housing development.

Disagree Neutral Agree Not Applicable

15 Our staff has experience using public sector affordable housing resources.

Disagree Neutral Agree Not Applicable

16 Our staff has an understanding of local land use regulations and approval processes to research as part of the development process.

Disagree Neutral Agree Not Applicable

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- 17 Our staff has an understanding of the physical and environmental site conditions that can help or hinder development. Disagree Neutral Agree Not Applicable
- 
- 18 Our staff has knowledge of contract and real-estate law to facilitate review and management of legal processes as part of the broader development process. Disagree Neutral Agree Not Applicable
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- 19 Our staff has experience writing proposals, grants, or applications (including meeting reporting or compliance requirements once awarded). Disagree Neutral Agree Not Applicable
- 
- 20 Our staff has construction management experience. Disagree Neutral Agree Not Applicable
- 
- 21 Our staff has experience with post-construction process. Disagree Neutral Agree Not Applicable
- 
- 22 Our organization has experience with the development model of the project or similar models. Disagree Neutral Agree Not Applicable
- 
- 23 Our organization has experience meeting the compliance requirements of any programs or funding sources we plan to use to fund the project. Disagree Neutral Agree Not Applicable
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- 24 Our organization has experience developing housing for the population being served. Disagree Neutral Agree Not Applicable
- 
- 25 Our staff can relate to the development through issue experience (directly affected by the issue being addressed). Disagree Neutral Agree Not Applicable
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- 26 Our staff can relate to the development through demographic relevance (reflects the intended residents or community being served). Disagree Neutral Agree Not Applicable
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- 27 Our staff can relate to the development through direct engagement (works or have worked with the intended residents or community being served). Disagree Neutral Agree Not Applicable
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28 Our staff can relate to the development through geographic relevance (lives or have lived in the community being served). Disagree Neutral Agree Not Applicable

## Group 3

29 Our organization has experience with housing development in similar markets. Disagree Neutral Agree Not Applicable

30 Our organization has experience engaging groups like the intended residents of the development. Disagree Neutral Agree Not Applicable

31 Our organization has experience engaging communities like those surrounding the development. Disagree Neutral Agree Not Applicable

32 Our organization has experience working with private property owners near housing development. Disagree Neutral Agree Not Applicable

33 Our organization has existing relationships with private financial institutions to help finance the development. Disagree Neutral Agree Not Applicable

34 Our organization has existing relationships with public sector institutions to help finance and provide other types of support for the development. Disagree Neutral Agree Not Applicable

## SWOT Matrix

In the matrix below, consider your organizational strengths. Add any other information to SWOT categories, if you'd like. Use the questions to brainstorm ways to better align your organizational strengths with any other project needs.

|          | helpful  | harmful  |
|----------|--|--|
| internal | <p>★ strengths</p> <p>How can we use our organizational strengths or our approach to the project to capitalize on the opportunities we identified?</p> | <p>✘ weaknesses</p> <p>How can we minimize anticipated obstacles, particularly those posed by organizational gaps?</p> |
| external | <p>💡 opportunities</p> <p>How can we use the opportunities we identified or our approach to the project to minimize organizational gaps?</p>           | <p>⚠ threats</p> <p>How can we use our organizational strengths to minimize anticipated obstacles?</p>                 |

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