

Self-Assessment of Organizational Readiness to Develop

1. ORGANIZATIONAL STRUCTURE	Yes	No	Need to address
Corporation Status:			
Is the organization incorporated & nonprofit status intact (if appl.)?			
Are you in good standing with state agencies?			
Have you made all required tax filings?			
If you are going to use a single-purpose entity or other new entity for development, has it been created?			
Corporate Planning:			
Do you have a strategic plan or mission that identifies housing development as a key activity?			
Membership:			
Is the membership active and in support of housing activities?			
Does the organization reach out to recruit low-income beneficiaries as members?			
To what extent has the organization made efforts to recruit members with relevant professional skills?			
Corporate management structure:			
Are the corporate lines of authority for development activities clear?			
Does management have the ability to manage additional activities?			
Are policies & procedures in place governing development activities?			
Are personnel policies and performance appraisal systems in place?			
Does the organization have a conflict of interest policy governing employees and development activities, particularly in procurement of contract services and the award of housing units for occupancy?			
Corporate Liability:			
Does the organization have adequate liability insurance, directors and officers insurance, and fidelity bonds for those who handle funds?			
Does the organizational structure separate housing development from other corporate activities – e.g., development subsidiary, independent development entities, separate portfolio management entity, or other legal firewalls?			

Rating: With regard to organizational structure, our organization rates:

- 5 We are fully ready to take on housing development
- 4 We are ready to take on many kinds of development
- 3 We can do limited development, but need to grow
- 2 We need to develop capacity in this area
- 1 We're not ready

Score: _____

Comments/changes required:

Self-Assessment of Organizational Readiness to Develop

2. BOARD, STAFF & DEVELOPMENT TEAM CAPACITY	Yes	No	Need to address
Board Composition/Capacity:			
Do board members have professional skills directly relevant to housing development (e.g., real estate, legal, architecture, finance, management)? What efforts have been made to recruit such board members?			
Has there been stability/continuity of board members over the last several years?			
Does the board have a committee structure or other means of overseeing planning and implementation of development?			
Has the board demonstrated the ability to make timely decisions?			
Is there a good relationship between board and staff? Do they have shared goals for the organization?			
Staff skills: Do staff have adequate skills and training in the following areas:			
- management of housing development			
- fundraising/grantsmanship			
- oversight of design & construction			
- marketing & intake			
- oversight of property management (if rental housing)			
Training: Do you provide adequate opportunities and encouragement for staff to receive training and expand their development skills?			
Use of Consultants:			
Do you have access to experts beyond your staff in housing development?			
Do you have a policy/procedure for procuring consultants and development team members?			

Rating: With regard to capacity, our organization rates:

- 5 We are fully ready to take on housing development
- 4 We are ready to take on many kinds of development
- 3 We can do limited development, but need to grow
- 2 We need to develop capacity in this area
- 1 We're not ready

Score: _____

Comments/changes required:

Self-Assessment of Organizational Readiness to Develop

3. PROJECT PLANNING AND MANAGEMENT	Yes	No	Need to address
Understanding of the market:			
Has the organization done any analyses of the local housing market and the housing needs of low income households?			
Has the organization analyzed the competition -- both publicly assisted and private housing that serves low income?			
Project Selection:			
Do you have a process for carefully evaluating alternative projects and sites?			
Do you have a process for potential low-income beneficiaries of the housing to provide input?			
Project Planning:			
Does the organization have a process for regularly monitoring the progress of a project?			
Do you have a process for making timely decisions?			
Community Relations:			
Do you have positive relationships with your community/neighborhood? Are they likely to support additional housing development by you?			
Do you have positive relations with your local government, and can you count on them for support, approvals and funding?			
Property/Asset Management:			
Do you have property management operations established (occupancy mgt, fin mgt, maintenance)?			
Do you have procedures for overseeing the financial conditions of all property assets?			

Rating: With regard to project management, our organization rates:

- 5 We are fully ready to take on housing development
- 4 We are ready to take on many kinds of development
- 3 We can do limited development, but need to grow
- 2 We need to develop capacity in this area
- 1 We're not ready

Score: _____

Comments/changes required:

Self-Assessment of Organizational Readiness to Develop

4. FINANCIAL MANAGEMENT AND CAPACITY	Yes	No	Need to address
Financial management:			
Do you do an annual budget?			
Do you have a process for for regularly tracking and monitoring expenditures against budget?			
Do you have adequate procedures in place to monitor cash flow (receipts and disbursements)?			
Do you have adequate internal controls to ensure separation of duties and safeguarding of assets?			
Do you make regular reports to the board updating financial positions?			
Audit:			
Do you have a regular and current audit?			
Is the most recent audit clean, or have all management or compliance findings been resolved?			
Do your financial management and accounting systems conform to OMB A-110 or 24 CFR Part 84?			
Financial stability:			
Does the organization have a diversified and stable funding base for operations?			
Are the revenues predictable year-to-year?			
Is the organization able to exist without developer fees?			
Are any programs or projects currently at risk?			
Are existing rental housing projects (if any) producing positive cash flow and paying management fees?			
Liquidity:			
Do you have adequate cash to pay bills most of the time?			
Do you have current assets that exceed current liabilities by at least 50%?			
Do you have enough liquid capital to make capital advances to a project (5–10% of project costs)?			
Do you have the capacity to quickly raise such capital for projects?			

Rating: With regard to financial management, our organization rates:

- 5 We are fully ready to take on housing development
- 4 We are ready to take on many kinds of development
- 3 We can do limited development, but need to grow
- 2 We need to develop capacity in this area
- 1 We're not ready

Score: _____

Comments/changes required:

Self-Assessment of Organizational Readiness to Develop

5. CONCLUSIONS OF THE ORGANIZATION ASSESSMENT

Our organization is strongest in the following areas:

The following are areas where improvement is needed if the organization is to succeed at affordable housing development: