



Community Development Competency Chart

Organizational Development and Management	STRONG	MEDIUM	LOW
Governance			
Human Capital/Cultural Competency			
Learning Organization			
Assessing core competencies			
Adaptability			
Capable Leadership			
Internal infrastructure – IT and business systems			
Financial management			
Organizational risk management			
Compliance and reporting			
Community Engagement and Public Policy	STRONG	MEDIUM	LOW
Local knowledge and expertise			
Political relationships and support			
Advocacy and public policy			
Resident, business, and institution engagement			
Community network			
Stakeholder development			
Planning	STRONG	MEDIUM	LOW
Strategic planning			
Community planning			
Project planning			
Communications	STRONG	MEDIUM	LOW
Internal communications			
External communications			
Story-telling			
Communicating impact			
Robust website with interactive links			
Social media			
Marketing			
Project Development (Real Estate)	STRONG	MEDIUM	LOW
Real estate development team			
Project management			
Needs and market analysis			
Feasibility analysis			
Land assemblage and site control			
Project financing			



Lending		STRONG	MEDIUM	LOW
	Deal structuring			
	Underwriting			
	Capital aggregation			
	Work outs			
	Loan administration and servicing			
	Asset management of loan portfolios			
Property and Asset Management		STRONG	MEDIUM	LOW
	Property management and maintenance			
	Tenant selection			
	Asset management and preservation			
	Asset disposition			
	Resident services			
Program/Business Line Development and Management		STRONG	MEDIUM	LOW
	Idea generation			
	Program development			
	Program launch			
	Program execution			
	Program close and evaluation			
Resource Development, Capital Aggregation and Fundraising		STRONG	MEDIUM	LOW
	Federal, state, and local			
	Foundations and corporations			
	Financial institutions			
	Intermediaries			
	CDFIs			
	Individuals			
Collaboration and Partnerships		STRONG	MEDIUM	LOW
	Shared vision			
	Shared leadership and decision making			
	Shared participation			
	Innovation			
	Accountability			
	Performance goals/measurements			
	Constant communication			
	Everyone benefits			
Performance Measurement and Evaluation		STRONG	MEDIUM	LOW
	Data collection and analysis			
	Performance measurement			



NAVIGATING COMMUNITY DEVELOPMENT – OFN 2017

WHY COMPARATIVE ADVANTAGES?

- **Strong comparative advantage and focus is a more effective approach and achieves stronger brand recognition**
- Too many competencies can stretch the organization's capacity and compromise achievement
- **Community development competencies require increased technical knowledge and an investment to become proficient**
- Individual competencies create different types of comparative advantages that can be leveraged in an environment that values comprehensive community development
- **Funders are starting to shift their funding priorities to community development outcomes that require a broader range of competencies**

EXTERNAL & INTERNAL FACTORS IMPACTING SECTOR

- Increased complexity
- Increased competition.
- Reduction in public support.
- Growth of Income and Wealth Inequality.
- Growth of multi-sector partnerships.
- The need for both entrepreneurial and enduring leadership.
- The need for specialization.
- The need for sophisticated business management systems.
- The importance of effectiveness and impact.
- A move to collaboration.

CHARACTERISTICS OF SUCCESSFUL COLLABORATION

- **There is a leader, quarterback or backbone organization that marshals the effort.**
- The organizations are ready and well positioned to proceed.
- **There is strong public sector support.**
- The challenge is strategic and a meaningful size, but not too big.
- **The time is right for action.**
- There are quick wins that help coalesce support and propel the collaboration forward.



ENDURING LEADERSHIP

FROM	TO
Having a few leaders at the top	Having leaders at every level
Leading by vision	Leading by vision & goal setting
Seeking efficiency	Seeking effectiveness
Leading by allocating scarce resources	Leading by creating strategic alliances
Reacting and adapting to change	Anticipating and creating the future
Being a hierarchical organization	Being a flatter and more collegial organization
Directing and supervising staff and volunteers	Empowering and inspiring teams and internal leaders
Information held by a few decision makers	Information shared widely
The leader as boss	The leader as coach
The leader maintains the culture	The leader as a change agent evolving the culture.
The leader develops good administrators	The leader develops future leaders

RECOMMENDATIONS

- ✓ **Be Really Good at a Few Things**
- ✓ **Engage with other Sectors; Expand your Circle**
- ✓ **Be Flexible and Adapt**
- ✓ **Build a Strong Bench with Facilitative Leadership Skills**
- ✓ **Embrace Technology**
- ✓ **Profit is Not a Bad Word**
- ✓ **The World is Diverse; Make the Most of It**
- ✓ **Data is Key**
- ✓ **Youth are our Future; Embrace Mentoring and Training**
- ✓ **Look Beyond the City**
- ✓ **If You Can't Beat Them, Join Them**
- ✓ **Peer Learning is Where It's At**
- ✓ **Look for Money in New Places**
- ✓ **Community Development is Political; Policy Matters**
- ✓ **Be Smart about Risk**
- ✓ **Get the Word Out. Being a Best-kept Secret is Not Advantageous**