CDA Staff Skills Matrix — Synthesis for the Board

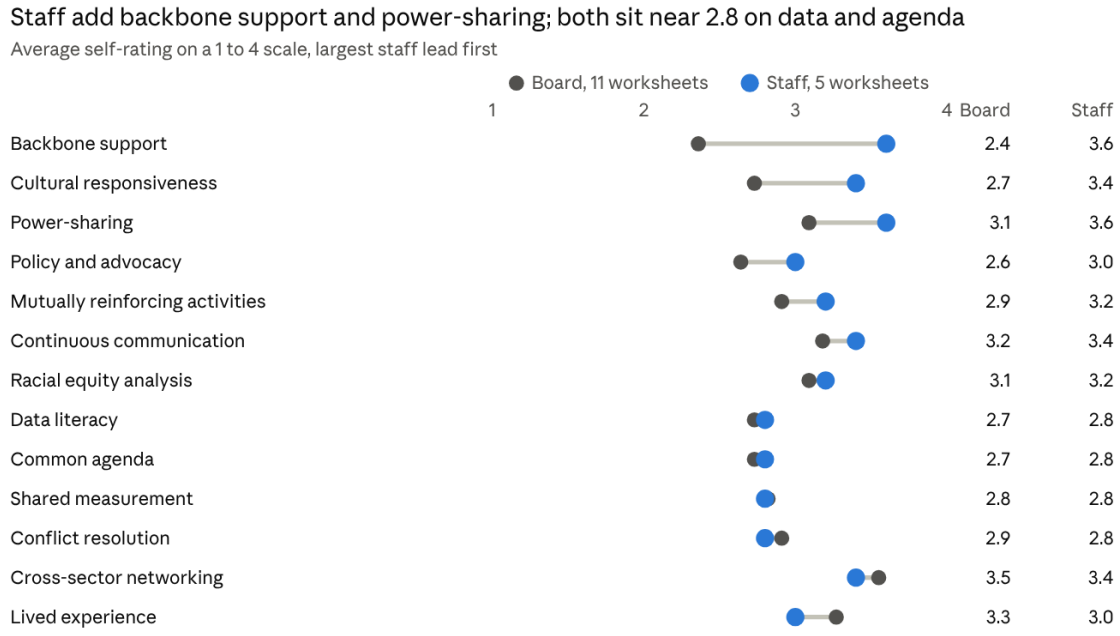
Five staff worksheets, compared with the board's matrix ·

At a Glance

Five staff members completed the same skills matrix the board did. Staff and board are complementary: staff hold much of the technical depth the board rates thin, while the funder relationships sit with the board.

- **Staff add technical depth.** Zoning and land use was marked by 3 of 5 staff and 1 of 11 board members. Technology was marked by 4 of 5 staff and no board member. Legal and compliance experience (4 of 5 against 3 of 11) and marketing and communications experience (4 of 5 against 2 of 11) follow the same pattern.
- **Staff are strongest where the board is thinnest on structure.** Staff rate backbone support 3.6 of 4, where the board rates 2.4. Power-sharing is 3.6 for staff and 3.1 for the board.
- **Both groups are near 2.8 on data and common agenda.** Data literacy, common agenda, and shared measurement sit at 2.7 to 2.8 for both. These are the skills neither group can lean on the other for.
- **Funder relationships sit with the board.** No staff member marked access to money, corporate ties, or philanthropy ties. Board members marked philanthropy ties (5 of 11), corporate ties (3), and access to other resources (6). Staff are strong at writing: 4 of 5 marked fund development and grant writing.

Collective-Impact Skills



CDA skills matrix worksheets, 2026 · 11 board worksheets and 5 staff worksheets · self-rated 1 to 4

The widest gap is backbone support: 3.6 for staff against 2.4 for the board. The board rates itself higher than staff on lived experience (3.3 against 3.0) and cross-sector networking (3.5 against 3.4).

Technical Depth

These are the technical skills the board matrix rated thin. Counts are the number of people who marked each skill.

Skill	Board (of 11)	Staff (of 5)	Where it sits
Technology	0	4	Staff
Zoning and land use	1	3	Staff
Section 8 and HUD funding	3	4	Staff
Legal and compliance experience	3	4	Staff
Marketing and communications experience	2	4	Staff
Real estate expertise	2	4	Staff
LIHTC	2	3	Some in both
Equitable land trusts	1	2	Thin in both
Investment management	0	1	Thin in both
Financial management and accounting	5	3	Board
Affordable housing development	5	3	Board
Property management	3	1	Board

What This Means for the Expertise Discussion

The staff results change how the board can think about closing its gaps at 11:40. Not every gap needs to be filled by a director.

- **Use staff for technical depth, and seats for oversight.** Staff already hold technical housing, legal and compliance, and technology skills. Seat-selection criteria and committee members can focus on strategic and oversight roles instead of duplicating staff.
- **Data and common agenda need outside learning.** Both groups rate data literacy and common agenda at 2.7 to 2.8, so neither can teach the other. Advisors or partner training are the likelier routes.
- **The board needs working knowledge of the backbone.** Staff rate backbone support 3.6 and the board 2.4. The board governs that work, so it needs enough understanding to oversee it. A learning commitment at 11:00 can address this.

- **Funder access depends on the board.** No staff member marked access to money, corporate ties, or philanthropy ties. This lines up with the self-assessment, where advocacy and fundraising was the lowest item in its section. The discussion should ask who opens doors to funders.
- **Pair staff and board on power-sharing.** Staff rate it 3.6, while the board is the most varied on this skill. It is a good fit for peer learning.