

## Development Team Roles

	Description
<b>Architect:</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Works with the development team to determine the feasibility of specific sites, create preliminary and final drawings of the project, develop construction specifications, assist with preliminary cost estimates.</li> <li>• Works with the Developer to secure local site and design approvals, and monitor construction.</li> </ul>
<b>Asset Manager:</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Acts as a financial manager for the completed development, overseeing the property management activities to ensure that the tenant occupancy levels remain high and the project performs well financially.</li> <li>• Reports information about the development to funders, in compliance with regulations associated with housing funding programs.</li> <li>• In many instances, the Property Manager assumes the role of Asset Manager in addition to their other duties.</li> </ul>
<b>Attorney:</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Provides legal services associated with the real estate including the acquisition of property, project financing, and organizational issues (i.e., creating a new corporation to own and manage the real estate).</li> <li>• Works closely with the development team to negotiate the acquisition of the site, prepare related documents, review all contracts associated with the project or development team, assure compliance with all requirements of funders and other stakeholders, and protect the lead organization from any errors or omissions, and keep the agency out of any legal trouble.</li> <li>• Handle any closings on property or financing.</li> </ul> <p>It is important that the Attorney have experience with similar housing development activities, and ideally should be familiar with the project's primary sources of funding.</p>
<b>City/Municipality:</b>	<p>The public body that oversees the local housing and tax policies enforces local codes and regulations, and works to ensure publically funding projects meet the public goals (given the market and physical realities of the site).</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Issues building permits and collecting fees</li> <li>• Donates publicly owned land</li> <li>• Provides financial contributions to the development project.</li> <li>• Enforces building codes and zoning laws</li> </ul>

<p style="text-align: center;"><b>Developer:</b></p>	<p>The Developer is the organization designated as the lead agency on the development of the project. The Developer is ultimately responsible, whether through in-house staff or through engaging the services of a development consultant, for managing the development team and driving the development process, from the acquisition of the site through to the leasing up of the completed units. In many cases, the Developer will continue to own the project after it is completed and operational.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Lead the development team</li> <li>• Manage the project; overs all predevelopment phase tasks and monitor construction</li> <li>• Oversee selection and hiring of all development team members</li> <li>• Monitor performance of development team members</li> <li>• Minimal post-construction tasks include cost certifications; final approvals for certificate of occupancy and any required licenses; assist with contractor’s warranty compliance.</li> </ul>
<p style="text-align: center;"><b>Development Consultant:</b></p>	<p>Developer Organizations that are fairly new or without a history of developing affordable housing may choose to hire a Development Consultant.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Provides necessary guidance and counseling to development organizations to ensure that the housing project is successful.</li> <li>• Works closely with the development organization in each phase of the development process.</li> <li>• Assists in the selection of the development team members hired</li> <li>• Assess the economic feasibility of the project – land acquisition, zoning, appraisals, construction, etc.</li> <li>• Prepares application for funding.</li> </ul>
<p style="text-align: center;"><b>Development Partner(s):</b></p>	<p>Development partners (also known as co-developers) are organization that partner with another organization when developing a housing project. This relationship may occur when one developer lacks that capacity (e.g. financial capacity, staff capacity) to carry out the development project on their own. Development partners should enter into a written agreement that expressly states which parties are responsible for certain tasks. See “Developer” for information regarding developer roles and responsibilities.</p>
<p style="text-align: center;"><b>Engineer:</b></p>	<p>Both construction and environmental engineering services are needed during development. Subdivisions and in-fill homeownership projects require engineering to locate and size utilities, lay out streets, and building lots, perform surveys and set boundaries</p> <p>Responsibilities Include:</p> <ul style="list-style-type: none"> <li>• Perform mechanical, structural, and/or soil testing</li> <li>• Determine environmental hazards of a site based on its historical use, testing for contaminants, and ensuring that wildlife in the area is protected.</li> <li>• Understand all relevant environmental review requirements and coordinate with various agencies to minimize cost and time necessary to follow these requirements.</li> </ul>
<p style="text-align: center;"><b>General Contractor:</b></p>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Responsible for the actual construction or rehabilitation of the housing.</li> <li>• Responsible for processing the necessary insurance coverage and building permits, contracting with subcontractors, managing the construction, and ensuring wages and labor standards are met for all construction workers.</li> <li>• Should have experience in the type of development planned and understand funder requirements and procedures.</li> </ul>

<b>Lead Service Provider:</b>	<p>This is the organization designated as the lead provider or coordinator of supportive services. In some cases this is the Developer, in other cases a Co- Developer or an agency that is contracted to provide the supportive services.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Development of the annual service plan and may be the grantee of supportive service funds for the project.</li> <li>• May subcontract or partner with other service agencies for the provision of specialized services (for example, for employment services or daily living skills training). The Service Provider should assure that case management services are available to all residents of the development, not just to those with identified special needs, both to eliminate any stigma associated with accessing services and to contribute to the overall stability of the project.</li> </ul>
<b>Owner:</b>	<p>Owners are legally responsible for the property; represents the long-term interests of the project and its residents.</p> <p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Selects developer and team leader</li> <li>• Selects other potential partners/collaborators</li> <li>• Selects property manager and service provider</li> <li>• Manages relationships with key stakeholders including government and the community</li> <li>• Oversees all legal matters and approves all contractual agreements.</li> <li>• Oversee implementation of management and service plans</li> <li>• Monitors performance of property manager and service provider; mediates disagreements</li> <li>• Monitors project finances; oversees compliance.</li> <li>• Manages long-term facility planning including repairs and replacement, insurance, and liability, changing tenant/service mix, etc.</li> </ul>
<b>Project Manager:</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Assembles the development team of experts who will design, build, finance and manage the project.</li> <li>• Identifies and obtaining control of a suitable site for the housing;</li> <li>• Works with the development team, particularly the architect, to design the physical space.</li> <li>• Obtains appropriate financing for the development from private lenders and public agencies.</li> <li>• Obtains all design review and planning approvals from local agencies; maintaining compliance with all funders during the predevelopment and construction process.</li> <li>• Implements and monitors the construction process with the construction team.</li> <li>• Selects and hires property management services.</li> <li>• Monitors the property management agent as it implements initial lease-up to tenants.</li> </ul>
<b>Property Manager:</b>	<p>Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Oversees day-to-day management of the property, including maintenance, tenant screening, leasing, rent collection, fiscal management, funder compliance reporting, and other responsibilities.</li> <li>• Must have demonstrated skills and experience in the management of affordable housing, and preferably will have experience in housing serving the project's target population.</li> </ul> <p>The experience of the Property Manager may be a factor in the scoring of the project's applications for financing. Further, the earlier the Property Manager is identified for the project, the better the Developer can take advantage of their experience and expertise in project design and operating cost estimates.</p>

Sources:

Garner, J., & Cox, S. (2011). *A primer for beginning rural housing developers*. Retrieved from Housing Assistance Council website: A Primer for Beginning Rural Housing Developers

Reynolds, S. (2012). *Not a solo act: Creating successful partnerships to develop and operate supportive housing*. Retrieved from Corporation for Supportive Housing website: [http://www.csh.org/wp-content/uploads/2011/12/Tool\\_NotaSoloAct.pdf](http://www.csh.org/wp-content/uploads/2011/12/Tool_NotaSoloAct.pdf)