

Creating an Effective Development Team

Redevelopment projects are challenging and complex. The private development teams that respond to these challenges are composed of specialists who combine their expertise to create a successful project. You will become one of these specialists for your team.

Each specialist has a different area of responsibility; gathering, analyzing, and sharing information with the team. Because each specialist has a different responsibility and different information, team members often disagree on what constitutes the best proposal. However, no one team member can get everything he/she wants or advocates.

Because you must depend on each other to devise a good, comprehensive plan that balances competing interests, it is important that you:

- Know the information required of your role on the team thoroughly.
- Listen to your teammates; they have perspectives that you need to incorporate.
- Rely on each other to introduce important information and feedback.

Your team consists of five members: Chief Executive Officer, Director of Marketing, Financial Officer, Site Planner/Architect, and City Liaison Officer.

- Chief Executive Officer – Leads the development team and works with all team members to develop the best plan possible and make a return on developer equity. The CEO needs to know enough about every department's plans for the development to be able to convey them to the City during your presentation. The CEO ensures that the views of the residents in the surrounding neighborhood are appropriately incorporated in the development plan and answer the question: How can we develop a plan and present it, so that we are selected as the developer of the Crenshaw District?
- Director of Marketing – Researches what uses (residential, office, retail, and amenities) are needed and demanded by the "market", the eventual users of the space. The Director of Marketing also answers the questions: Who are the key audiences we want to attract?
 - What are our messages to each of them? How are we going to deliver those messages?
 - How can we create a plan that will be responsive to the neighborhood and gain its support?
 - Financial Officer - Determines if the development mix is profitable to the developer and their investors. The Financial Analyst answers the question: Will this project be profitable enough to attract investors and will it pay back the CRA's investment?
- Site Planner/Architect – Envisions the overall look of the project and the impact of the architectural/spatial decisions made by the team. The Site Planner/Architect answers the question: Will the project beautify its surroundings, function smoothly, and make the Crenshaw District a desirable place to be for all users? Where will public spaces be located? Where will private spaces be located? Where will the various development pieces fit, why did we choose to put them there and how will they work together?
- City Liaison – Makes sure that the CRA's concerns (in the RFP) are addressed in our proposal. The City Liaison is the voice that keeps the group accountable to the CRA's stated goals, as described in the Checklist. The City Liaison answers the question: Will the Crenshaw District's goals be achieved with what we have proposed?

Remember, you are all members of the private development team. No one on the team works for the City of Los Angeles, the CRA or the Crenshaw District Neighborhood.

When you select your role:

- Study your role carefully and thoroughly.
- What information do you need to track for your team?
- Where will you find this information?
- Discuss your responsibilities with the team.
- Explore how your roles differ and how they relate to each other.

Key to Success: Your biggest challenge on this project will be to “become” your role. Your team members must be able to rely on you to “think and act” like the Director of Marketing Finance, etc.

If you do not provide input based on your role, your proposal will suffer. For example: as the Director of Marketing, make your team aware of the market demand for each land use as you develop your trial plan. Help them understand what new residents or office workers will want in their neighborhood – and what they won’t want. Or, if you are the Site Planner, help your team pay attention to the uses in the surrounding neighborhoods, the heights of the buildings, traffic flow, etc. Refer to your one page role description throughout the project – each time you do, you gain new insights into your role.