

# How to Build a Great Team

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LINDA  
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# PROJECT FLOW CHART



# TEAM ORG CHART



# PROJECT MANAGER

- When one is needed: At the beginning
- What they do: **Development**
  - Professional point person of development project. Involved with all aspects of project. The PM is the “Information Center”
  - Represents the community to regulatory agencies, consultants, etc.
  - Assists community with hiring of team, including General Contractor, and negotiating contracts.
  - Schedule and quality control
  - Manage and coordinate team thru planning and design phases
  - Cohousing Community’s representative during construction phase
  - Prepare and manage master budget. Review and approve all invoices and expenses. Maintain financial accounting of project.
  - Coordinate all regulatory approval and permitting processes.

# PROJECT MANAGER

- What they do: **Community**
  - Assist with decision-making, group process and facilitation as needed.
  - Assist with developing marketing plan and materials.
  - Assist with marketing events
  - Liaison between development and community
  - Membership agreements
  - Assist with development of policies and procedures for community

# PROJECT MANAGER

- What to look for:
  - Project management experience of at least 7 years
  - Professional with cohousing or other group process experience, i.e. non-profits or other communities.
  - Experience with multi-family housing
  - Experience with development/new construction
  - Ability to build relationships with stakeholders
  - Possess leadership and team building skills
  - Strategic and critical thinker
  - Neutrality

# PROJECT MANAGER

- How to select
  - Get referrals from other cohousing communities and/or non-profits
  - Pre-proposal Interview
  - Request proposal to include all services and costs
  - Check references: ask for client and peer references
  - Call Linda Herman Consulting
- What they cost
  - \$75-\$150/hr depending on experience and responsibilities
  - Range: 3%-5% construction costs
  - Fixed monthly budget if scope is clearly defined

# ARCHITECT

- When they are needed: Early – ideally while looking for a site
- What they do:
  - Evaluate sites, due diligence
  - Space Programming - define criteria for the project: function, quality and quantity (i.e. Programming common space)
  - Conceptual Design for site, units, and common space
  - Design Development: Complete design
  - Contract Documents: For bidding, permits and construction
  - Submit for regulatory approvals and permits
  - Construction Administration
  - May hire required engineers: civil, geotechnical structural, mechanical, electrical, plumbing





# ARCHITECT

- What to look for:
  - Licensed in the state where project is proposed
  - Experience with multi-family housing in your state (building codes can vary state to state)
  - Experience with the local regulatory agencies
  - Experience with group decision-making process
  - Strategic and critical thinker
  - Referrals from local developers, builders, other professionals

# ARCHITECT

- How to select:
  - Referrals to Project Manager
  - PM prepares and issues RFP
  - Interviews and see work
  - References – professionals and clients
  - Contract:
    - Include all services to be provided by Phase
  
- What they cost:
  - Percentage of construction costs: 6-10%, with not-to-exceed (may vary by region)
  - Fixed fee by phase
  - Time and Materials

# GENERAL CONTRACTOR

- When they are needed: End of conceptual design
- What they do:
  - Develop preliminary construction budget
  - Constructability review
  - Develop construction schedule
  - Assist with permitting
  - Bid the project
  - Construction



# GENERAL CONTRACTOR

- What to look for:
  - Experience with construction type – multi-family, single family, etc.
  - Financial stability
  - Relationship with local building department and agencies
  - Has worked with project managers successfully – check professional references
  - Track record meeting budgets and schedules – professional or client references
  - Has worked on condominium projects in your state

# GENERAL CONTRACTOR

- How to select:
  - Determine type of project delivery
  - PM issues RFQ – Request for Qualifications
  - Interview #1 – do you like them?
  - GC prepares conceptual cost estimate
  - Interview #2 – do you still like them?
  - References and see work
  
- What they cost:
  - Bay Area: 5-15%, includes
    - Overhead, Profit and Insurance – percentage over cost. Negotiate based on locality.
    - General Conditions: GC staff and office
    - General Requirements: temp facilities
  - Change orders: negotiated percent over cost
  - Include pre-construction services fee

Thank you for your time!

Questions?

Please contact us at

415-990-7194

or

[www.lindahermanconsulting.com](http://www.lindahermanconsulting.com)