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RCLCO | MANAGEMENT
CONSULTING

Strategic Planning Services



RCLCO

REAL ESTATE CONSULTING

55+
Years in
Business

400+
Annual
Projects

>100
Employees
Globally

RCLCO is
organized into
three overlapping
& reinforcing
service areas

In 1967, Bob Lesser, then an architect and developer, was asked to evaluate the potential uses for the center of the new town of Thousand Oaks, California. In carrying out this assignment, he found that the creativity and financial imagination required for the study were extremely stimulating—so much so that he started RCLCO.

Today, our team of experienced professionals still share that original enthusiasm and eagerness to solve challenging real estate questions while adding value to our clients’ real estate endeavors. We are proud to be the “first call” for real estate developers, investors, the public sector, and non-real estate organizations seeking strategic and tactical advice regarding property investment, planning, and development.

RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level. With the insights and experience gained over 55 years and thousands of projects – touching over \$5B of real estate activity each year – RCLCO brings success to all product types across the United States and around the world. RCLCO has offices in Austin, Denver, Los Angeles, New York, Orlando, and Washington, DC.

» RCLCO | REAL ESTATE ECONOMICS

Economics and market research services backed by 50+ years analyzing trends and consulting to the best minds in real estate.

» RCLCO | MANAGEMENT CONSULTING

Collaborative and actionable strategy planning, and operational, portfolio, and capital consulting to real estate enterprises.

» RFA | RCLCO FUND ADVISORS

Customized advisory to institutional investors through RFA, an SEC Registered Investment Advisor, built on a legacy of thought leadership and analytical rigor.

Contact Us Today!

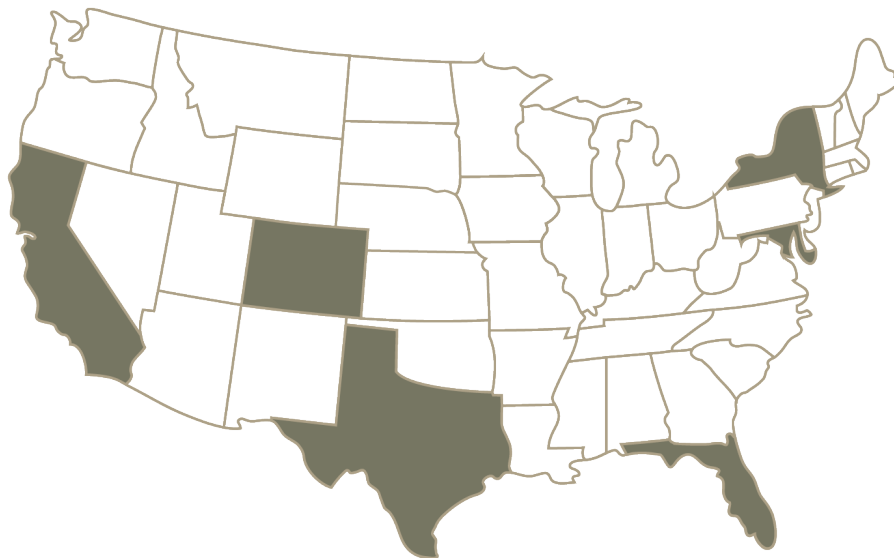
Joshua A. Boren | Managing Director, Strategic Initiatives
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Research & Insights

We Partner with Clients
to Look Around the Corner

Our clients turn to us, and we dedicate our own resources, to help them answer the most burning questions facing real estate investors. How is COVID-19 impacting real estate? What trends in housing demand are lasting and which are cyclical? How do we risk-adjust real estate returns in a low-yield environment? Browse our extensive resources and research online at www.rclco.com/publications.



RCLCO Office Locations

Los Angeles, CA | Denver, CO | Austin, TX
Washington, DC | Orlando, FL



Issues of *The Advisory*— articles and interactive tools analyzing the latest real estate trends.



RCLCO leadership shares the latest insights into real estate market trends through our [monthly webinars](#), RCLCO CEO Summits, and at industry events.



Our podcast series, and companion video series, *Conversations with the Best Minds in Real Estate* brings listeners insights into today's most important real estate leaders.



RCLCO | MANAGEMENT CONSULTING

RCLCO has decades of experience monitoring and evaluating strategic real estate trends. Our unique team is comprised of consultants with both seasoned and fresh perspectives, leading to the optimal blend of real-world experience and innovative ideas.

RCLCO Management Consulting provides customized, aligned, and executable strategic advice to real estate enterprises across all industry sectors and geographies. Our work is guided by strategic thinking, analytically rigorous, Industry expertise and client focus.

Achieve operational **excellence**.
Confidently map your **future**.

Service Areas

- » Strategic Planning
- » Organizational Consulting
- » Capital Strategy
- » Portfolio Strategy
- » Operational Strategy
- » Executive Recruiting

Strategic Thinking

We are real estate strategists, focused on helping our clients identify and achieve their goals through collaborative facilitation and outcome-oriented analysis.

Analytically Rigorous

RCLCO pioneered data-driven real estate market intelligence in the 1960s, and rigorous analytical methods tailored to the real estate industry continue to set us apart today.

Industry Expertise

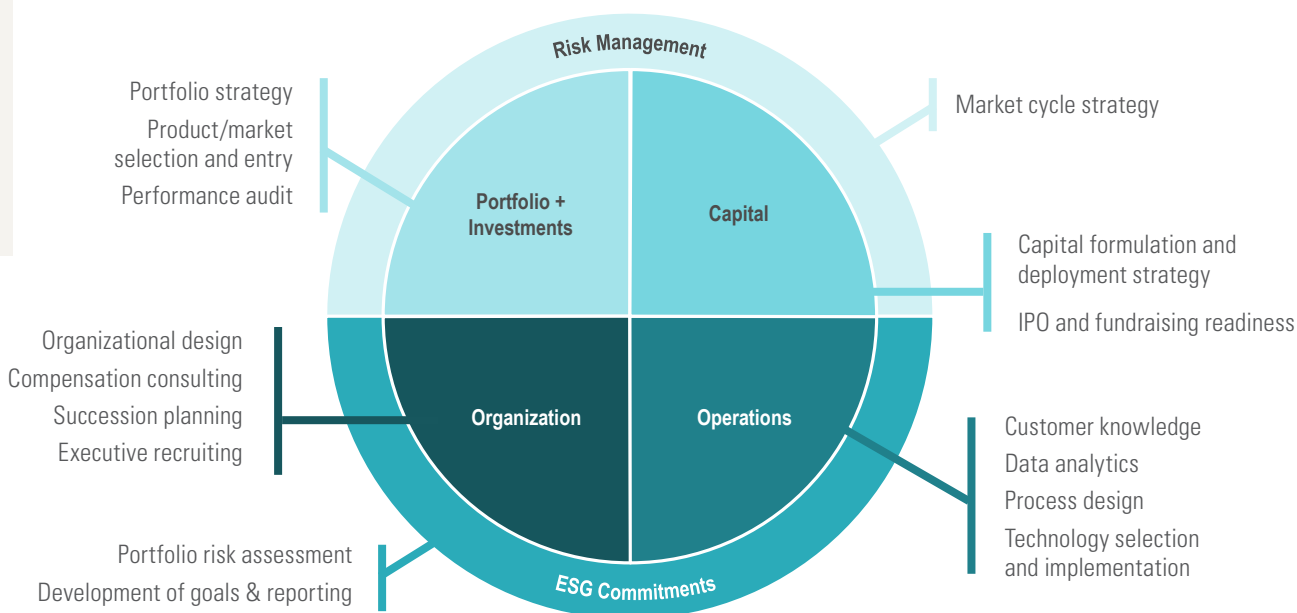
We gain unparalleled views and access to a vast network of partners and resources through our industry leadership and participation.

Client Focus

Understanding the needs of our clients is of the utmost importance in customizing our strategy, execution, and deliverables. "Off-the-shell" services is not part our DNA.



Our Advice is Based on a Holistic Understanding of the Industry

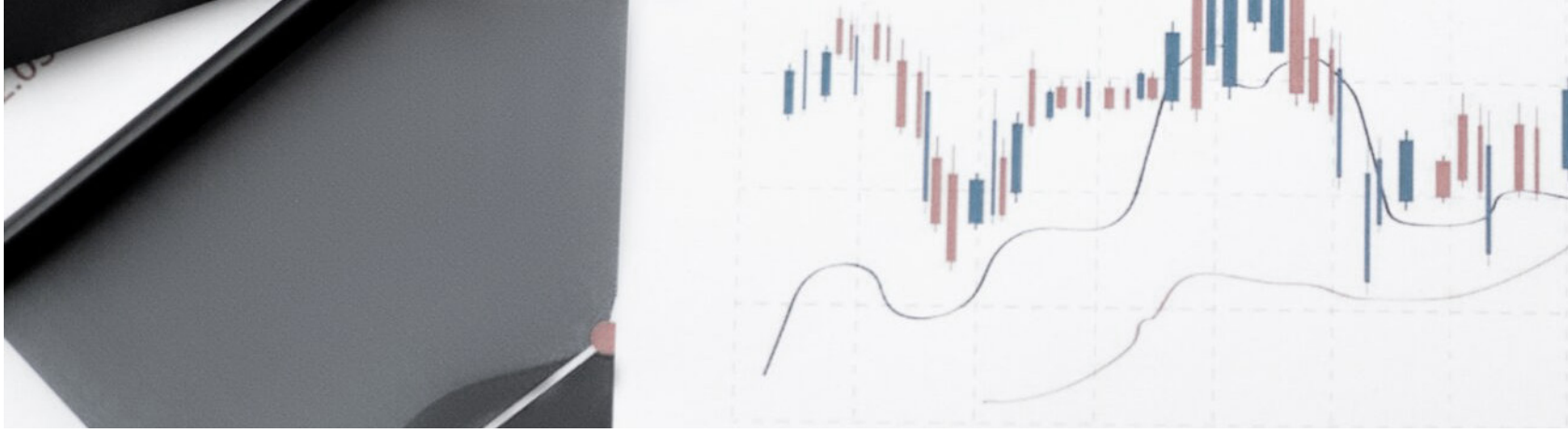


Representative Clients



The Artery Group
 Associated Estates
 ATAPCO Properties
 Avatar Properties
 Berkshire Property
 Advisors
 The Brick Companies

Bonita Bay Properties
 The Carlyle Group
 Clark Realty Capital
 Combined Properties
 Cohen Financial
 Continental Realty Corp.
 Crescent Resources, LLC



Strategic Planning



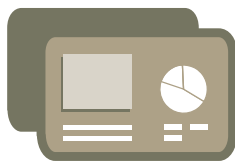
Every company has a strategy. The question is whether the strategy is explicit—the result of careful planning, born out of a conscious consensus among the company’s top leadership—or implicit—an unconscious decision to keep on doing what the company has been doing and simply muddle through. Many real estate organizations follow the latter course.

Strategic planning is an intellectual-sounding name for a deceptively simple process: determining where a business is going and how it plans to get there. Revisiting and challenging the organization’s strategy every few years is a healthy exercise, one that is important when times are good, and critical as the cycle matures and begins to move towards the next peak.

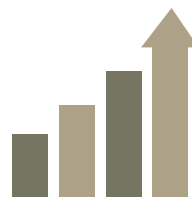
Companies with well-defined strategic plans and business strategy have the distinct advantage of clarity around a common vision and direction. For publicly traded companies, the market has spoken; those with a clear focus and a well-articulated strategy tend to garner a premium from analysts and shareholders. For all real estate companies, a strategic plan and the planning process itself offer a competitive edge, enabling the company to focus its talents and energies and to measure achievements against internal and external benchmarks.

Our strategic planning process helps **position** real estate companies for **growth** in a competitive and fast-changing marketplace.

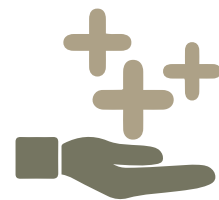
Our Expertise



Future-Proof
Your Portfolio



Strategically
Allocate Resources
to Growth



Prepare a Strategy
that Addresses the
Company’s Varied
Stakeholder Set



Our Strategy Formulation Process

- » **We play the role of facilitator and real estate expert** to ensure that the strategy formulated is developed and is “owned” by the management team, which ensures buy-in, relevance and longevity, and is grounded in the marketplace.
- » **We provide the structure, framework, and analysis for the strategy**, as well as a perspective gained through our experience with scores of other real estate companies and countless real estate developments across the country.
- » **We inform the process** by bringing to bear our knowledge of the real estate markets, economic, demographic and consumer trends that are likely to shape real estate opportunities moving forward, as well as our network of the leadership teams with whom we work day in and day out.



RCLCO knows how to help real estate companies assess their strengths and weaknesses, forge consensus on strategic decisions, and get everyone on the same road map and pulling in the same direction. It’s a very, very powerful process.”

Robert Duncan, Chairman | Transwestern

Every company, and therefore every strategic planning exercise, is unique, and while RCLCO has developed a strategy planning process that has proven successful in countless other situations, the process is eminently flexible and will be tailored to fit the specific needs of your company/team at this time in your evolution.



A newly updated edition of the definitive strategy guide for real estate companies – developers, builders, investors and more – from the team at RCLCO Real Estate Consulting

Strategy for Real Estate Companies lays out the methods and key steps you should take to optimize your company’s structure, plan for the extreme cyclicity in the real estate business, build consensus and drive performance and profitability. Chock full of examples, detailed case studies, helpful hints, and insider knowledge, this book is a practical guide for leaders and executives who are charged with setting the future direction of their real estate enterprise. Authored by RCLCO Managing Director Charlie Hewlett, and with contributions from RCLCO executives Adam Ducker, Ellen Klasson, Adam Ostler and Eric Willett, the book offers detailed segmentation of strategic planning pillars with implementation tactics embedded in each.



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