



COMMUNITY & RESORT ADVISORY GROUP





RCLCO

REAL ESTATE ADVISORS

Since 1967, RCLCO has been the “first call” for real estate developers, investors, the public sector, and non-real estate companies and 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 50 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 expertise in five major areas: Community & Resort, Urban Real Estate, Public Strategies, Institutional Advisory Services, and Strategic Planning & Litigation Support.

Our multidisciplinary team combines real-world experience with the analytical underpinnings of thousands of consulting engagements. We develop and implement strategic plans that strengthen our clients’ positions in a market or sector, add value to a property or portfolio, and mitigate price erosion.

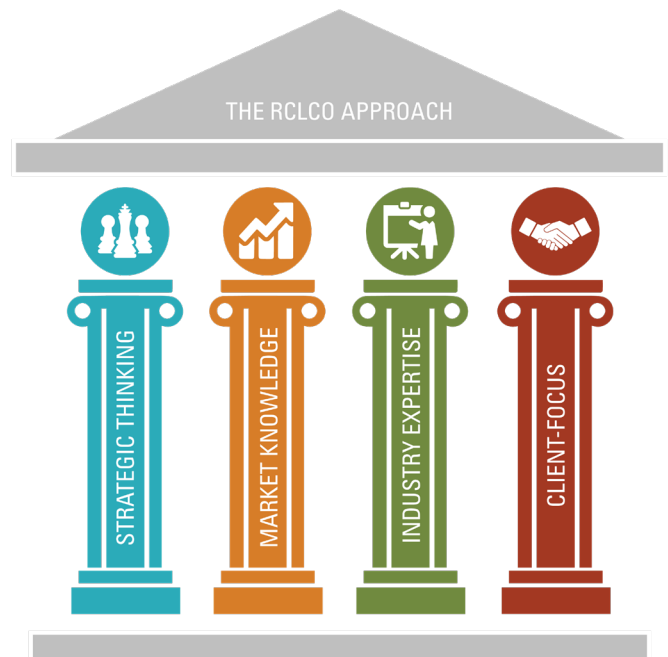
Since we first opened our doors, RCLCO has been governed by our core values. We believe that excellence, integrity, honesty, respect, exceeding expectations, and quality are great goals that all firms must possess. These goals and values shape the culture and define the character of our firm. They guide how we behave and make decisions. Our extensive network provides us with a unique and comprehensive outlook on the industry, not to mention unmatched access to the best minds in real estate.

Our Clients

- » Investors
- » Developers
- » Home Builders
- » Financial Institutions
- » Asset Managers
- » Commercial Lenders
- » Law Firms
- » Property Managers
- » Economic Development Agencies
- » Associations & Nonprofits
- » Planning & Architecture Firms
- » Trusts & Estates
- » Corporations
- » Academic Institutions
- » REITs
- » Towns, Cities, Counties, Regions, & States

Affiliations

- » Urban Land Institute
- » Pension Real Estate Association
- » International Economic Development Council
- » National Multifamily Housing Council
- » International Council of Shopping Centers
- » National Council of Real Estate Investment Fiduciaries
- » And many more!





COMMUNITY & RESORT ADVISORY GROUP

Turn to our trusted market knowledge, extensive industry experience, and client-focused service.

The RCLCO Community & Resort Advisory Group provides market and strategic analysis to developers, builders, landowners, and investors engaged in planned community, active retirement, and second home development. Clients seeking clarity on the depth of opportunity for development assets rely on us to recommend the optimal development program, pricing, product, and market segmentation strategies, as well as forecast sales absorption potential. RCLCO uses unique methodologies to understand the market in ways that can be directly applied to evaluating specific and targeted opportunities, thereby enhancing clients' success with actionable market intelligence.

Product Expertise

- » Master-Planned Communities
- » Traditional Neighborhood Developments
- » Resort, Vacation, & Second Home
- » Condo & Attached For-Sale Housing
- » Single-Family Rental Communities
- » Active Adult Communities
- » Conservation Communities
- » Infill Neighborhoods
- » Senior Living Communities

Representative Clients Include



“

I am unaware of any other market research firm in the real estate space that can bring the level of talent, experience, and insights that RCLCO brings to each and every client engagement. I hold the firm and people who work there very dear to my heart.”

*-Laura Cole
Vice President
LWR Communities*

I have engaged RCLCO many times over the past 20 years. Each RCLCO assignment resulted in community lot sales pace and lot prices above my pro forma values. RCLCO is the gold standard for real estate consulting.”

*-Master-Planned
Community Developer*



SERVICES TO RELY ON

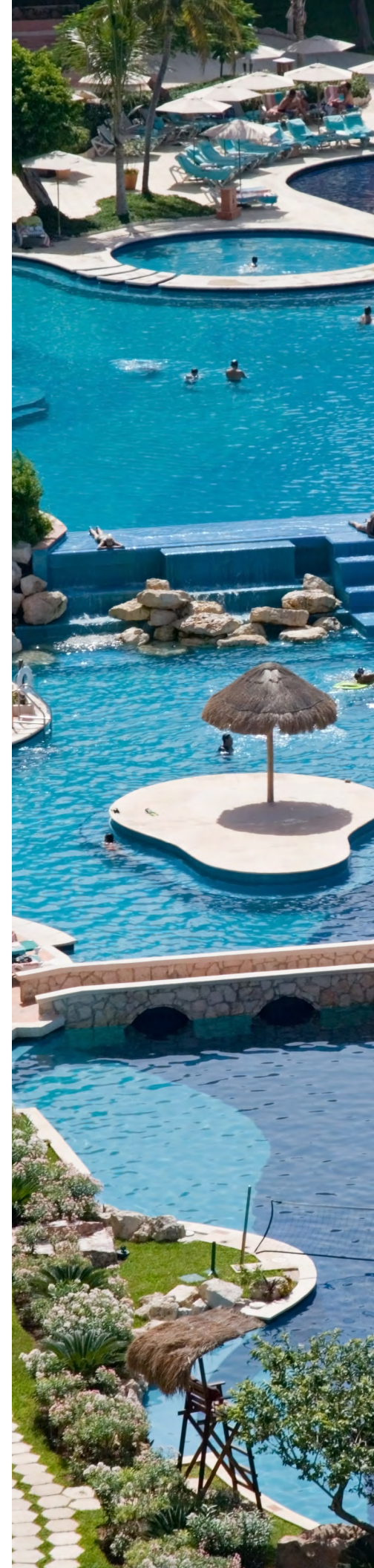
After 50 years studying community development, we know what questions to ask and what strategies to employ.

KNOWLEDGE

EXPERIENCE

AND A QUALITY NETWORK

- Market & Financial Feasibility**
- Market Positioning & Pricing Analysis**
- Segmentation Strategy / Product & Development Programming**
- Financial Modeling & Optimization Analysis**
- Competitive Edge**
- Repositioning & Reuse**
- Acquisition Underwriting**
- Consumer Insight**
- Market Opportunity Analysis**
- Entitlement Support: Fiscal & Economic Impact Analysis**
- Amenity Program Strategies**





MARKET & FINANCIAL FEASIBILITY

RCLCO brings cutting-edge market and financial analytics to underwrite proposed new development projects, optimize existing developments, and/or determine highest and best use. Whether it's a large land asset, planned community, active adult retirement community, or resort development, our skilled professionals understand what's working, where markets are going, and how to apply that knowledge to benefit our clients' real estate projects. RCLCO's work is distinguished by:

- » **Expertise:** with more than 50 years of experience, we have a deep knowledge base that enables us to tailor a customized approach
- » **Benchmarking:** we research trends, concepts, and product types across all geographic markets
- » **Market Depth:** the industry's best demand-forecasting tools are utilized to maximize each project's absorption potential
- » **Macro View:** we quantify regional growth dynamics to illustrate how your assets fit into the big picture
- » **Consumer Knowledge:** our broad knowledge of consumer preferences, demographics, psychographics, and lifestyle trends drive land use recommendations
- » **Premium Potential:** we identify who will pay more and why
- » **Clear, Concise, and Action-Oriented Deliverables:** while other firms may provide off-the-shelf reports, we customize ours to be specific to your needs

Sample Project Experience:

MASTER-PLANNED COMMUNITY

Our market and financial analyses for Johnson Development Corporation assessed the highest and best use for Grand Central Park, a multiuse project near Houston. RCLCO recommendations included the optimal residential product program, as well as the scale, density, programming, and positioning for office, retail, entertainment, hospitality, and rental residential components.

TRADITIONAL NEIGHBORHOOD DEV.

RCLCO performed a market analysis and provided development recommendations for the SayeBrook Community and Jackson Companies in Horry County, South Carolina.

MASTER-PLANNED COMMUNITY

We provided numerous studies regarding residential product in The Woodlands community in Texas, including market analyses for resort-oriented, for-sale product, and a residential product opportunity analysis for the Town Center and East Shore districts.

MARKET POSITIONING & PRICING ANALYSIS

With RCLCO's support, learn to understand your project in the context of the competitive landscape and its unique strengths and challenges. Optimally position your property in the market relative to price and demand, utilizing recommendations that are informed by:

- » **Decision-Making Tools:** we take the guesswork out of pricing so you can make the best decisions
- » **Price Optimization:** maximize pricing and absorption potential by leveraging our knowledge and analyses
- » **Financial Planning Tools:** we assist you with business planning by predicting future revenues and the most likely sales and/or leasing pace

Sample Project Experience:

MASTER-PLANNED COMMUNITY

Terre Verde Group, LLC enlisted us to determine the impact of a large-scale resort amenity offering on pricing and absorption potential at the Windsong Master-Planned Community in Prosper, Texas.

RESIDENTIAL COMMUNITY & RESORT

RCLCO provided market research and development program recommendations for the Weyerhaeuser oceanfront community and resort on Vancouver Island's west coast.

ACTIVE ADULT COMMUNITY

We performed a market feasibility analysis for Shea Homes regarding their Tegavah/Vista Verde properties in Maricopa County, Arizona.





SEGMENTATION STRATEGY/ PRODUCT & DEVELOPMENT PROGRAMMING

Sample Project Experience:

MASTER-PLANNED COMMUNITY

RCLCO helped conceptualize the development program for Laureate Park for Lake Nona Property Holdings, LLC, in Orlando, Florida, driving sales from less than 100 per year to over 500 per year.

MASTER-PLANNED COMMUNITY

We analyzed the market demand and ideal mix of residential uses regarding the River District in Charlotte, North Carolina, for Crescent Communities.

MASTER-PLANNED COMMUNITY

RCLCO prepared a product segmentation strategy for Lakewood Ranch in Sarasota, Florida, that helped to dramatically increase market share and total annual sales.

MASTER-PLANNED COMMUNITY

Rise Development Partners utilized our Market Analysis to expand their existing product program at the Cane Island MPC in Katy, Texas, to include offerings targeting underserved buyer segments.

RCLCO uses demographics, psychographics, competitor research, and analytical techniques to predict customer behavior and recommend development program strategies. We understand that the most successful segmentation strategies incorporate product lines that are differentiated from one another, not just by price and size, but also by the unique purchase motivations of diverse consumer segments. Because we evaluate thousands of different housing types across the nation each year, we can help you create the most effective builder program strategies. Our segmentation strategies are defined by:

- » **Strategic Approach:** your developments will stand the test of time with product programs that are sensitive to their environment and responsive to the lifestyles of their residents
- » **Identifying Market Gaps:** our team identifies niche markets and product gaps, leading to superior outcomes in terms of pricing, absorption, and market share
- » **Successful Launch:** utilize our services to launch new developments with a well-thought-out strategy based on research and analysis of home types and prices in your community, the competition, and target-buyer preferences
- » **Keep it Fresh:** niche opportunities evolve over the life of a community; our on-going strategic involvement helps you stay current



FINANCIAL MODELING & OPTIMIZATION ANALYSIS

We'll combine our revenue forecasts and cost estimates to prepare dynamic development pro forma analyses and other decision-making tools that help you:

- » **Understand Various Scenarios:** RCLCO can help you quickly test the financial implications of development programs and positioning scenarios in an easy-to-understand report
- » **Maximize Returns:** we use the power of linear optimization to determine the development program that maximizes your investment
- » **Outline Property Valuation:** discounted cash flow is an important valuation tool for clients seeking a better understanding of the value of an asset (under diverse scenarios)
- » **Form Infrastructure Bonds:** gain deeper insights as to the capacity of a project to support community development district financing
- » **Fine Tune Your Business Plan with Cycle Risk Analysis:** RCLCO financial modeling determines the expected rates of return and net present value of your development under different assumptions, taking into consideration business cycles, real estate cycles, and future economic conditions

Sample Project Experience:

MASTER-PLANNED COMMUNITY

RCLCO prepared financial models to forecast the anticipated future performance of the Seldin community during the planning and entitlement phase.

MASTER-PLANNED COMMUNITY

Connerton utilized RCLCO's Linear Optimization model to fine-tune the development program for remaining acreage in order to drive higher financial returns.

COMMERCIAL EMPLOYMENT CENTER

We conducted a market and financial analysis to determine the highest and best use solution for a major new employment center in Frisco, Texas. The analysis included an assessment of a variety of development execution options (superpads vs. finished lots) and partnership structures.

MASTER-PLANNED COMMUNITY

RCLCO evaluated the product program at Houston's Sienna Plantation for an MPC Developer, and recommended an expansion of product offerings to penetrate underserved buyer segments and accelerate the sales pace. We developed a financial pro forma and optimized the product mix to maximize returns and net present value.

COMPETITIVE EDGE

Gain a competitive edge in the marketplace by utilizing RCLCO's market, financial, and consumer insights, specifically:

- » **Market Sizing:** we are highly experienced in quantifying the depth and future growth potential in new or underserved market niches
- » **Competitive Landscape Analysis:** we can evaluate other players in the field, their strengths and weaknesses, capitalization approach, potential acquisitions, and more
- » **Defining New Concepts:** RCLCO investigates existing product segmentation, points of departure, emerging niche opportunities, and responses to obsolescence
- » **Customer Definition:** our revolutionary consumer research describes how real estate behavior is changing and how the corresponding appetite for "place" is evolving
- » **Business Plan Analysis:** we model the optimal business plan for new or differentiated concepts, demonstrating where premiums are created or where risks linger unmitigated

Sample Project Experience:

MASTER-PLANNED COMMUNITY

RCLCO performed market sizing and a competitive landscape analysis for WestRock's Charleston area communities in South Carolina.

NET-ZERO COMMUNITY CONCEPT

RCLCO identified best practices in developing net-zero community concepts and product types to inform the market opportunity for a concept community in San Antonio, Texas.

ACTIVE ADULT COMMUNITY

RCLCO worked with On Top of the World to revitalize their product segmentation to reinvigorate sales.

REPOSITIONING & REUSE

RCLCO has an intimate knowledge of the market realities governing your ability to reposition real estate assets. We know what is needed to quantify both the enhanced revenue potential and added market risk from this reposition. The hallmarks of RCLCO's approach to these analytical efforts include:

- » **Highest & Best Use Approaches:** we start with an analysis of the full spectrum of repositioning efforts and then quickly hone in on what's optimal
- » **Actionable Recommendations:** our work results in specific, product-level recommendations (down to the feature and floorplan level)
- » **Quantification of Benefits and Risks:** our recommendations are informed by a return on investment analysis and a quantification of market risk, recognizing that a "do nothing" solution has risk as well
- » **Full-Spectrum Product-Type Capabilities:** we are among the few consulting resources in the industry that has detailed knowledge of every product type
- » **Valuation:** with our guidance, understand the current and future value of each asset under various development program assumptions

Sample Project Experience:

GOLF COMMUNITY

Suntrust Bank enlisted RCLCO's advisory services for the Hasentree Golf and Residential Community in Wake County, North Carolina, providing repositioning strategies for the golf community at-large.

MASTER-PLANNED COMMUNITY

RCLCO performed a market analysis regarding the Huntington Village master-planned community for British American in Ormond Beach, Florida.

RESORT

RCLCO helped Pangea's Edge Holdings with a strategic market analysis for Balsam Mountain Preserve, a 4,400-acre resort community in the mountains of Western North Carolina.



ACQUISITION UNDERWRITING

Sample Project Experience:

SECOND-HOME COMMUNITY

RCLCO provided an analysis and recommendations for Arendale Holdings, as part of the underwriting for the acquisition of a portfolio of eight resort and second-home communities, including The Cliffs.

HOMEBUILDER

We performed an analysis and evaluation of dozens of residential community assets all across the U.S. as part of the buyer's due diligence process.

MASTER-PLANNED COMMUNITY

RCLCO helped Johnson Development Corporation understand the market potential of the Trinity Falls MPC in McKinney, Texas, during their acquisition due-diligence phase. We analyzed the upside potential with regard to sales pace as well as the opportunity to enhance sales through the delivery of an active adult community.

Investors and owner/operators turn to RCLCO for the thoughtful underwriting of every product type and forecasting of real asset performance. We support markets throughout North and South America, the Caribbean, and beyond.

Our work is distinguished by:

- » **Speed to Market:** we quickly turn around a full competitive market analysis
- » **Streamlined, Action-Oriented Deliverables:** clear guidance on performance/lease rate upside and escalation projections
- » **Qualitative Input:** we offer a unique and nuanced understanding of both the challenges and the potential of the asset in question, as well as key competitive properties
- » **Personalized Underwriting Process:** RCLCO can act as an extension of your acquisition team; for many of our clients we have standard data collection, analysis, and reporting templates, and a streamlined contracting process



MARKET OPPORTUNITY ANALYSIS

The industry's major players call on RCLCO to bring advanced data analysis and market forecasting to guide the selection of markets and submarkets for existing and new real estate concepts.

The hallmarks of RCLCO's approach to these analytical efforts are:

- » **A Rigorously Analytical Methodology:** our team utilizes the best predictive analytics around, identifying the optimal markets and submarkets by weighing a range of economic, demographic, and market data points
- » **Geography of Demand:** we carefully analyze what is getting built, where, and with what expected impact on your plans and positioning
- » **Real-Time Feedback:** our work gravitates toward custom databases and dashboards that serve as dynamic decision-making tools
- » **Strategic Results:** we provide specific conclusions and recommendations relative to product concept, market positioning, consumer profiles, and geographic targeting

Sample Project Experience:

MASTER-PLANNED PRIMARY & SECOND HOME COMMUNITIES

RCLCO evaluated metro market areas and submarkets throughout the Southeast in support of Hines Interests Fund for residential community acquisition and development.

SINGLE-FAMILY RENTAL COMMUNITIES

RCLCO helped identify opportunistic markets for the expansion of NexMetro's single-family rental community concept. We created a market selection model that utilized key demographic and economic criteria deemed most predictive in identifying growth markets for their target customer.

HOMEBUILDER

RCLCO helped Gracepoint Homes identify opportunistic submarkets and neighborhoods in the Dallas-Fort Worth and Houston markets to deliver for-sale, infill housing products ranging from 12 to 24 units per acre.

CONSUMER INSIGHT

Whether mining years of past research or conducting fresh direct consumer research (in the form of internet surveys, focus groups, and in-person/intercept interviews), we provide critical insight into your target customers' likely reaction to a new offering, repositioning strategy, or new product concept. RCLCO has helped clients of every type understand consumer dynamics and apply them to their business. Our work in this area is defined by:

- » **A Unique Perspective:** most research companies do not have the nuanced understanding of real estate and the expertise to conduct research and analyze the results with a team expert in land use matters
- » **Cost-Effective Approach:** technology and improved work processes allow us to add this vital research step at a much lower incremental cost
- » **Actionable Conclusions:** not just mindset observations, RCLCO translates consumer insights into program, pricing, and project recommendations to support complicated underwriting or drive product evolution

Sample Project Experience:

LARGE LAND OWNER / MASTER-PLANNED COMMUNITY / ACTIVE ADULT COMMUNITY

We conducted in-depth research with consumers in the U.S. and Canada to gauge interest in new community concepts for St Joe's vast land holdings.

AGE-ORIENTED COMMUNITIES

RCLCO conducted national consumer research for Brookfield Residential to understand varying consumer preferences for a variety of age-oriented community concepts.

RESORT

We conducted quantitative consumer research to identify key second-home buyer preferences for the purpose of quantifying demand as well as product and amenity programming at a proposed resort residential development in the Texas Hill Country.

FISCAL & ECONOMIC IMPACT ANALYSIS

RCLCO's entitlement support includes fiscal and economic impact analysis that evaluates the impact of your projects on local and state economies and budgets. This analysis determines a land use's net benefit contribution to a local government. Every land use creates revenue for a local government (in the form of property taxes, sales taxes, charges for services, etc.) as well as expenses (such as police, fire, roads, general government, parks, schools, and other services).

- » **FIVA Model:** RCLCO's proprietary modeling calculates these revenues and expenses to arrive at the net fiscal benefit to a local government
- » **Trusted Insight:** The FIVA model provides insight and comfort to elected officials when making difficult votes on proposed projects, by providing a quantitative, independent analysis that forecasts the economic result of their decision
- » **Market Reality:** our market studies offer key inputs into our impact analyses
- » **Multiple Applications:** private clients seek entitlements, tax increment financing, and participation by public provision capital improvements
- » **Credibility:** after 50 years in the space, we have achieved a high level of credibility with both governments and the private sector

Sample Project Experience:

MASTER-PLANNED COMMUNITY / RESORT SECOND HOME COMMUNITY / LARGE LAND OWNER / ACTIVE ADULT DEVELOPMENT

RCLCO conducted in-depth fiscal and economic analyses for Russell Lands to demonstrate the contribution that lake resort and second home development makes to the local and regional economy.

MASTER-PLANNED COMMUNITY

We conducted a fiscal and economic impact analysis for the Gran Central Park MPC in Conroe, Texas, for the purpose of obtaining critical public financing for a variety of infrastructure improvements.

RESORT SECOND-HOME COMMUNITY

RCLCO prepared an analysis of the net fiscal and economic benefits of lake-oriented residential development (both primary and second homes) around Lake Martin in Alabama, working with local government and major land owner and developer Russell Lands.



AMENITY PROGRAM STRATEGIES

RCLCO helps clients determine the best amenity program strategies, recognizing that it is essential to make amenity investments consistent with consumer preferences in order to achieve the highest return. Our work on hundreds of engagements each year provides insight relative to the amenities that are most in demand and to which specific audiences. Key questions we are often called on to address include:

- » **Parks and Open Space:** How much in the way of parks and open space should be included, and what premiums can be generated? What share of product should be in premium locations, and is it worth giving up buildable uplands?
- » **What to Build or Not:** Although there is market support for golf, do the economics make sense? Will the premiums generated by golf be sufficient to justify the capital cost, and is demand sufficient to support ongoing operations and maintenance? What type of structure makes the most economic sense - public, private, or a hybrid?
- » **Sidewalks and Trails:** Do we include sidewalks on both sides of the street, as well as walking or hiking paths, or would a more active fitness trail be preferable?

We understand that a long-term development requires an ongoing amenity strategy. Having something new to talk about, even if small, generates interest and adds to the lifestyle of the development.

Sample Project Experience:

MASTER-PLANNED COMMUNITY

RCLCO prepared a strategic market analysis and provided development program recommendations for Saybrook's successful town center development, with a traditional neighborhood design, in Myrtle Beach.

MASTER-PLANNED COMMUNITY

We provided market and case study analyses in order to successfully program the shopping, dining, and cultural center of Waterside at the Lakewood Ranch community.

ACTIVE ADULT COMMUNITY

RCLCO worked with Walton Development to determine the optimal amenity strategy for their planned active adult community (Panasoffkee Preserve), including whether or not golf could be financially feasible.



KEY PERSONNEL

Specialized thought leaders with years of experience offering insights into community developments and resorts.

MORE THAN 10 MANAGING DIRECTORS

AND 60+ STAFF AT YOUR SERVICE





GREGG LOGAN

MANAGING DIRECTOR; DIRECTOR OF COMMUNITY & RESORT ADVISORY GROUP

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Over the past 30 years Gregg has worked with leading real estate organizations to help them make the best development, investment, and planning decisions regarding their properties. His advisory work has included market evaluations and strategies for residential, commercial, mixed-use developments, town centers, and suburban business districts; and economic development studies for cities, counties, and community improvement districts. Gregg has published articles and/or been quoted in *The New York Times*, *San Francisco Examiner*, *The Washington Post*, *The Wall Street Journal*, *Real Estate Today*, *Urban Land*, *The Atlanta Constitution*, *Atlanta Business Chronicle*, and *Builder*. He is a frequent speaker for national and regional groups, including ULI and the National Association of Home Builders. A graduate of UCLA, he currently teaches Real Estate Economics at Rollins College Hamilton Holt School in Winter Park, Florida, as part of the Masters of Civic Urbanism program.



TODD LARUE

MANAGING DIRECTOR

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Since joining the firm in 2004, Todd has focused on providing strategic guidance for master-planned communities, high-rise mixed-use developments, resorts, and other complex, multiuse, large-scale land use challenges. For these engagements, he conducts highest-and-best-use analyses, market opportunity analyses, consumer research, economic development assessments, financial analyses, fiscal impact analyses, metropolitan growth trends analyses, and various other analytical tasks to help guide clients' planning decisions and development strategies. He received his Master of Business Administration (finance and real estate) from Emory University and a Bachelor of Science in Civil Engineering from the University of Virginia. He is an active member of the Urban Land Institute, serving on ULI Austin's Advisory Board and the Community Development Council (CDC-Silver), and has been a guest speaker/lecturer/panelist at numerous real estate industry events and universities.



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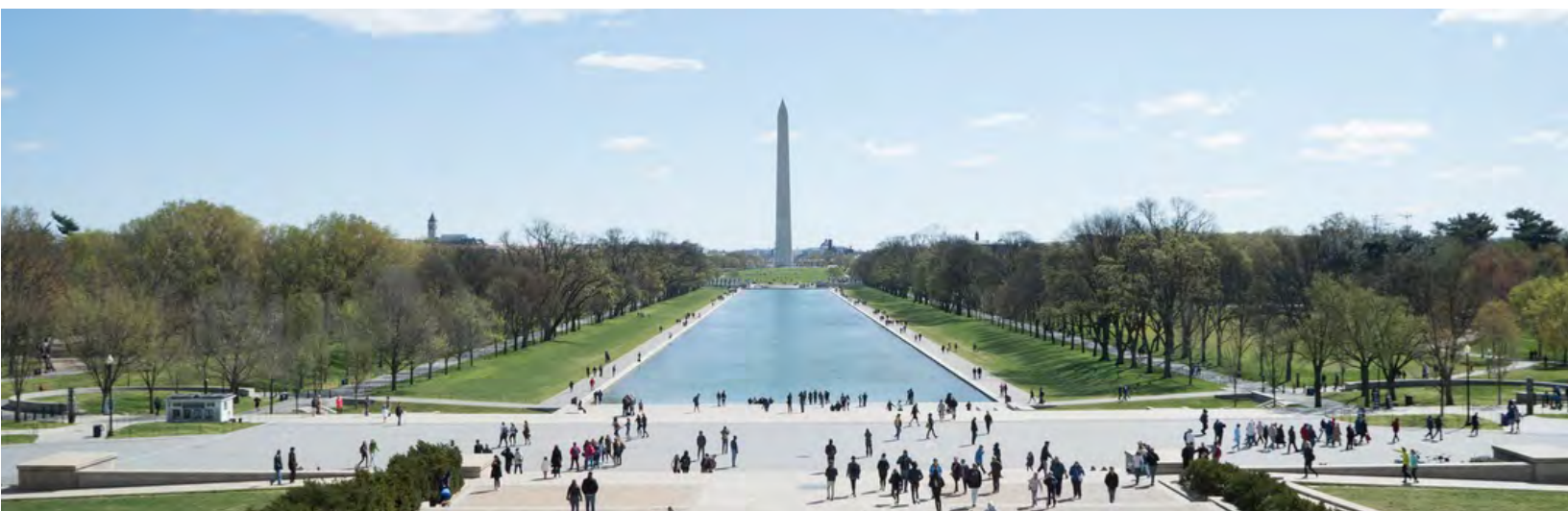
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OFFERING THE *FULL SPECTRUM* OF REAL ESTATE ADVISORY SERVICES

Turn to our 50+ years of trusted market knowledge, extensive industry experience, and client-focused service.

GAIN ACTIONABLE INSIGHTS

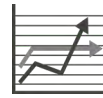
THROUGH RCLCO'S SPECIALIZED SERVICE GROUPS

REAL ESTATE ECONOMICS



RCLCO's market research services center around in-depth analyses of demographic, economic, and industry-wide trends. Turn to us for trusted, unbiased third-party reports and recommendations regarding achievable market pricing, product definition, and absorption potential for any proposed development concept, site, or product type.

INVESTMENT STRATEGY



RCLCO uses informed real estate analytics to help institutional investors create and implement top-performing portfolios. Clients call on us to make critical decisions even during times of uncertainty – decisions that prove to be durable and lead to successful outcomes.

MANAGEMENT CONSULTING



RCLCO advisors have decades of experience monitoring and evaluating real estate trends. Leverage these insights to define and execute a successful direction for your firm, portfolios, and projects. Our unique team offers both seasoned and fresh perspectives, leading to the optimal blend of real-world experience and innovative ideas.

ASSET MANAGEMENT



Our asset management team works with clients to enhance the value and cash flow of their real estate holdings, providing strategic advice, risk management and monitoring, joint venture management, and operational management.

LEGAL SUPPORT



Backed by extensive experience on a national scale, RCLCO provides a large array of customized analyses, valuations, entitlement support services, and expert testimony to position your real estate-related legal cases for success.

