



## **The Counselors of Real Estate Consulting Corps**

### **-Project List-**

#### **Cities of Brainerd and Pequot Lakes, Minnesota, and Greater Lakes Association of Realtors® – Crow Wing County, Minnesota**

**Challenge:** Provide advice that may assist the Cities of Brainerd and Pequot Lakes, Minnesota, in increasing the supply of workforce housing.

#### **City of Greensburg and Realtors® Association of Westmoreland Indiana and Mon Valley – Greensburg, Pennsylvania**

**Challenge:** Analyze the market and provide strategic guidance for unused or underutilized property in downtown Greensburg that may assist the City of Greensburg in spurring revitalization and increased activity downtown.

#### **City of Virginia Beach, Virginia**

**Challenge:** Assist the City in responding to a Navy RFP to make underutilized Installation real estate available for development via alternative leasehold structures, enhanced use lease authority, or public-private partnership models.

#### **HumanKind – Lynchburg, Virginia**

**Challenge:** Provide advice and articulate action steps for HumanKind, a nonprofit human services provider, to leverage its real estate to advance its mission.

#### **City of Knoxville and East Tennessee REALTORS® – Knoxville, Tennessee**

**Challenge:** Analyze the market and provide guidance to encourage additional development along the downtown South Waterfront and create a walkable, amenity-rich area.

#### **Collaboratory – Fort Myers, Florida**

**Challenge:** Analyze the market and provide development guidance to encourage redevelopment and reinvestment of the Midtown neighborhood adjacent to downtown.

### **Huntsville Area Association of REALTORS® – Huntsville, Alabama**

**Challenge:** Provide recommendations to spur redevelopment along the Meridian corridor from downtown Huntsville to Alabama A & M University benefiting current institutions and residents as well as providing additional amenities and housing opportunities.

### **Peoria Area Association of REALTORS® – Peoria, Illinois**

**Challenge:** Assist in reimagining the land and community following demolition of two blighted schools in the disinvested Southside neighborhood.

### **Confederated Tribes of Grand Ronde – Oregon City, Oregon**

**Challenge:** To analyze the market and provide development guidance as the Confederated Tribes of Grand Ronde redevelops a 26-acre brownfield site along the Willamette River at the Willamette Falls.

### **City of Austin, Minnesota**

**Challenge:** To analyze the housing market in Austin, Minnesota, including rental and for-sale, and recommend feasible, action-oriented tools and solutions on both the public and private aspects of the market.

### **Rome Cable Complex – Rome, New York**

**Challenge:** Through a partnership with the Center for Creative Land Recycling, address redevelopment of the former Rome Cable Complex 4 site. The Rome Industrial Development Corp, Rome Brownfields Restoration Corporation, and Mohawk Valley EDGE have managed cleanup and remediation, and the property is now ready for redevelopment.

### **Spokane Association of REALTORS® – Spokane, Washington**

**Challenge:** To assess the Spokane housing market and recommend actionable steps to increase housing options to help avert or minimize a housing crisis.

### **Paradise Association of REALTORS® – Paradise, California**

**Challenge:** To provide strategic counsel in the rebuilding process in the aftermath of the 2018 “Camp Fire,” which destroyed 90% of its residential structures and 80% of its commercial buildings. Recommendations address housing and commercial redevelopment issues, including affordable housing supply and development; barriers to commercial development; and infrastructure opportunities through public and private partnerships.

### **Naval Air Station Oceana – Virginia Beach, Virginia**

**Challenge:** To develop an actionable strategic plan for the Navy to partner with public and private partners, realign delivery of services and infrastructure/facility usage, and redevelop housing, recreation, and support facilities for Navy and Marine Corps personnel. Review NAS Oceana’s property assets; evaluate strengths, opportunities, and weaknesses; and explore alternative leasehold structures, enhanced use lease authority, and public-private partnership models.

***Updated August 2023 (through September 2023)***

**Tucson Association of REALTORS – Tucson, Arizona**

**Challenge:** To analyze demand for new owner-occupied attached housing in downtown Tucson; identify barriers hindering a market response to assumed demand; and recommend action steps to foster increased downtown for-sale housing production.

**Agricenter International – Memphis, Tennessee**

**Challenge:** To identify action steps for Agricenter to implement an Innovation District, a 40-acre development site that is the centerpiece of the campus's research effort. Address the need to create synergies and catalysts for additional community involvement and economic development on the property.

**St. Andrew's Presbyterian Church – Houston, Texas**

**Challenge:** To analyze the Church's real estate land and physical structures. Specifically, the analysis will address: (1) development of a strategic plan for Church real estate assets; (2) future growth of Church membership and accommodation of future utilization needs; and (3) generation of a predictable, meaningful cash flow from the real estate that will contribute to the Church's mission as well as its long-term financial stability.

**Catholic Diocese of Brownsville, Texas – McAllen, Texas**

**Challenge:** To conduct an assessment of the Office of Buildings and Properties, review current staffing and operations and make recommendations to streamline operations and improve efficiency; develop strategy for creating an inventory of real estate assets held by the Diocese; recommend strategies for strategic growth and utilization of assets to monetize that growth; review the mission and vision of real estate planning to ensure it aligns with the mission and vision of the Diocese.

**St. Michael's Episcopal Church – Bon Air, Virginia**

**Challenge:** To assist with development of a strategic plan related to plans to vacate the St. Michael School facilities and help the church leadership plan for the current and future needs of the Church property.

**City of Chicago Heights – Chicago Heights, Illinois**

**Challenge:** To partner with the City of Chicago Heights to develop a strategic master plan to repurpose portions of the Franciscan St. James Hospital freed up in the reorganization of its operations, taking into account objectives of all key stakeholders; develop a viable strategy that repositions the property for the needs of new users and also creates synergies to serve as catalysts for additional community and economic development.

**Thomasville Payroll Development Authority – Thomasville, Georgia**

**Challenge:** To provide assistance to the City of Thomasville leadership in defining a vision for the vacated Southwestern State Hospital property; develop a strategic plan, with action steps, that focuses on identifying the highest and best use for the property, creating a vision for the property compatible with the city's other initiatives, recommending marketing strategies to

**Updated August 2023 (through September 2023)**

promote the property, and addressing strategies to control, buy and/or finance the carrying costs of the property until the final re-development or adaptive re-use of the property is accomplished.

#### **City of Fairborn – Fairborn, Ohio**

**Challenge:** To assist the city leadership with clarification of an overall real estate direction and process to strengthen the city and set it on a path aligned with its vision; to frame a redevelopment direction for a specific site—the Skyway Redevelopment—by analyzing its potential, defining the options, and providing short and long-term action steps for the recommended option(s).

#### **New Jersey Future – Trenton, New Jersey**

**Challenge:** To partner with the client in development of a strategy for revitalizing the downtown area of Oxford Township in New Jersey; evaluate the downtown area’s development potential, help the township articulate and define its vision of a vibrant community center, and identify strategies and actions to achieve that vision; assist in development of a template to document the process.

#### **Diocese of Charlotte – Charlotte, North Carolina**

**Challenge:** To assist in the establishment of a framework for asset and property management that: (1) establishes a framework for evaluating real estate assets; (2) provides a template for a *Buy/Hold/Sell* strategy for each asset; (3) formulates a blueprint for maximizing existing assets and strategically planning for future acquisitions and/or dispositions; and (4) analyzes the departmental structure to determine how to best manage assets and provide the necessary services to all locations within the Diocese.

#### **Archdiocese of Philadelphia – Philadelphia, Pennsylvania**

**Challenge:** To evaluate the real estate holdings of selected sample parishes scheduled for closure and/or consolidation; and to document the study as a prototype for development of a template to be used in the decision-making process for other parishes in similar circumstances.

#### **Preston Redevelopment Agency – Preston, Connecticut**

**Challenge:** To clarify realistic and attainable economic development goals and objectives for the 390-acre former campus of the Norwich State Hospital in Preston; assess potential ownership/risk structures for development; assess the Agency’s current organizational structure and marketing strategies; develop criteria to screen, evaluate and prioritize opportunities; and create a strategic action plan to attain the Agency’s vision for the property.

#### **Clients: Town of East Hartford and Goodwin College – East Hartford, Connecticut**

**Challenge:** To provide strategic assistance and guidance to determine how the Town of East Hartford and Goodwin College can effectively plan for and manage the anticipated and concurrent growth of both the College and the Town in a manner that maintains the existing collegial relationship between the two organizations and also promotes and provides reciprocal and synergistic benefits for both entities as well as the surrounding community.

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**Client: Central State Hospital Local Redevelopment Authority – Milledgeville, Georgia**

**Challenge:** To assist in the development of an attainable vision for the adaptive reuse and redevelopment of the vacated Central State Hospital campus (approximately 2,000 acres and 200+ buildings) with a focus on job creation; to identify credible reuse options based on a SWOT analysis; and to prepare a strategic agenda for action to attain the vision, including a road map outlining the sequence of appropriate steps necessary to successfully implement the agenda.

**Client: Diocese of Charleston, Charleston, South Carolina**

**Challenge:** To establish a strategic framework for managing existing Diocesan real estate holdings, provide an action plan for implementation, develop short term and long term strategies for expansion, and provide a “best practices” road map to accomplish strategies.

**Client: State Center Community College District – Fresno, California**

**Challenge:** To assist in the development of an attainable vision for four campus or facility locations; to provide a fresh set of eyes to analyze and validate recommendations already under consideration, address the pros and cons of each option and, as appropriate, provide alternative recommendations; to provide a road map outlining the sequence of appropriate action steps to successfully implement the strategic action plan.

**Client: PenMar Development Corporation – Cascade, Maryland**

**Challenge:** To assist in the development of an attainable vision for the adaptive reuse and redevelopment of the de-activated Fort Ritchie military base; to critique the Corporation’s current structure; to delineate credible reuse options based on a SWOT assessment; and to develop clear criteria with which to screen, evaluate and prioritize promising opportunities and eliminate impracticable options.

**Client: New Mexico State University – Las Cruces, New Mexico**

**Challenge:** To provide the leadership of New Mexico State University with professional guidance in the more effective management of its extensive land holdings, particularly those in the immediate vicinity of its main campus in Las Cruces; to demonstrate how the University can monetize its holdings to help promote the institution’s academic, civic and economic missions.

**Client: Rogers Park Business Alliance – Chicago, Illinois**

**Challenge:** To analyze six specific redevelopment opportunities on the Howard Street business corridor from a developer’s perspective and identify obstacles and corresponding solutions for attracting private investment to the area. The recommendations should provide a clear, strategic roadmap for the Alliance, the Howard Street Special Service Area #19, and the 49<sup>th</sup> Ward Alderman’s office.

**Client: Holy Wisdom Monastery – Middleton, Wisconsin**

**Challenge:** To develop a long term Strategic Plan to help the monastery reduce its operating costs and generate additional revenue from its assets; the plan will integrate the context of the mission statement of the Holy Wisdom Monastery with particular focus on the preservation and protection of open space and the special character of the property.

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**Client: City of Birmingham – Birmingham, Alabama**

**Challenge:** To create a Strategic Plan of Action for the adaptive reuse and/or redevelopment of the Trinity Medical Center campus site—a 120-acre complex that includes a hospital, a school of nursing building, three physician office buildings and three parking structures. The plan will explore strategic options, address the pros and cons of the options, and provide a road map for successful implementation.

**Client: South Florida Jobs with Justice – Miami, Florida**

**Challenge:** To draft a model process for land ownership in mobile home parks, resulting in a replicable public-private partnership model potentially benefiting the nearly 30,000 residents living in manufactured housing neighborhoods within the jurisdiction of unincorporated Miami, Dade County, Florida.

**Client: Algiers Development District – New Orleans, Louisiana**

**Challenge:** To determine the optimal development strategy, including ownership structure, for a 5.5 acre tract of undeveloped land in the district that will (1) materially enhance the quality of life for impacted residents and (2) maximize the fiscal benefits to the District.

**Client: Orleans Levee District – New Orleans, Louisiana**

**Challenge:** To create a strategic plan of action for re-vitalizing and optimizing the existing 450-slip South Shore Harbor Marina and to evaluate the highest and best use of the adjacent 15-acre peninsula. The strategic plan would address current design and marketing issues, scope of amenities required, and prudent funding mechanisms.

**Client: Orleans Parish School Board – New Orleans, Louisiana**

**Challenge:** To analyze the OPSB portfolio of 30+ surplus properties from a marketability standpoint; develop, execute and manage a process for the appraisal of the portfolio properties; and determine a strategy, or strategies, to generate maximum revenue from the disposal of portfolio properties in the shortest timeframe possible.

**Client: Ware Academy – Gloucester, Virginia**

**Challenge:** To determine highest and best use of the site, consider zoning and market implications to recommend future site plans, assess existing improvements and investigate need for and feasibility of future site improvements, analyze most appropriate long-term use of historical building on site, and provide advice on potential funding strategies.

**Client: Philander Smith College – Little Rock, Arkansas**

**Challenge:** To evaluate the highest and best use for a College-owned 5.63-acre parcel of land near the College campus. The site is vacant and has been available for redevelopment since it was acquired from the Department of Housing and Urban Development in 2001.

**Client: Progress of Peoples Development Corp. – Brooklyn, New York**

**Challenge:** To assist POP Development Corp., the affordable housing arm of Catholic Charities of Brooklyn and Queens, to redesign their housing development office in terms of appropriate

*Updated August 2023 (through September 2023)*

staffing complement, skill base, and responsibility, and to assess their existing portfolio and possible future projects to deliver affordable housing.

**Client: University of Arkansas – Little Rock, Arkansas**

**Challenge:** To assess the financial feasibility and community acceptance of various approaches for redeveloping the commercial real estate assets of the University District, and to develop a market-driven, realistic, and achievable action plan for the development of those assets that coordinates with the University District Revitalization Plan, the UALR Campus Master Plan, and the UALR Strategic Plan.

**Client: Urban League of Metropolitan Seattle – Seattle, Washington**

**Challenge:** To conduct a highest and best use analysis for the Urban League headquarters property, including a determination of land value together with market driven advice regarding size, design elements, parking, LEED Certification, etc. for development consideration.

**Client: Wittenberg University – Springfield, Ohio**

**Challenge:** To create a Plan of Action to enhance the neighborhoods surrounding Wittenberg resulting in a strategy in which the University and other stakeholders in can effectively collaborate to meet the goals both of the University and the overall community. Recommendations will include 1) a conceptual strategy for neighborhoods surrounding the University; 2) an organizational structure for implementation of the plan; 3) a listing of priority actions to begin implementation; and 4) potential portability of the model to other Springfield neighborhoods.

**Client: City of Glen Rose – Glen Rose, Texas**

**Challenge:** To objectively evaluate the economic and demographic outlook in Glen Rose and present findings and recommendations for capitalizing on the anticipated growth of the city and surrounding area while preserving its rural character and quality of life.

**Client: University of Texas at El Paso – El Paso, Texas**

**Challenge:** To perform a highest and best use analysis of a 7.6 acre parcel of land situated on a viable commercial arterial and on the UTEP campus; using a multi-disciplinary approach, the team will design effective strategies for the University to optimize the use of their real estate assets.

**Client: University of Texas at San Antonio – San Antonio, Texas**

**Challenge:** To assess the real estate planning needs and existing real estate assets on the University of Texas-San Antonio North Loop campus and Downtown campus. To deliver a market-driven, realistic action plan for the development of real estate assets that coordinates with the master plan(s), furthers the strategic plan of the institution, and allows the institution to maximize the value of its real estate assets without relinquishing control of those assets.

**Client: Sisters of the Divine Compassion – White Plains, New York**

**Challenge:** To objectively evaluate two client properties – in Westchester County and The Bronx

*Updated August 2023 (through September 2023)*



– and establish a market rent for schools on the two properties and provide guidance with respect to developing the properties in accordance with their highest and best use.

**Clients: City of Orlando, Orlando Area Trust for the Homeless, Coalition for the Homeless – Orlando, Florida**

**Challenge:** To provide a homeless shelter relocation analysis for the City of Orlando, to include an assessment of the facilities’ neighborhood impacts and suggested strategy for funding relocation, construction, and/or operations of the facilities.

**Client: Philadelphia School Reform Commission – Philadelphia, PA**

**Challenge:** To develop a District Master Plan for a minimum of ten years, that includes the development of the following: an accurate demographic model through GIS geo-coding and analysis; accurate enrollment projections for the next ten years; strategies for identifying and evaluating appropriate building sites; economic impact model for city and neighborhoods; strategy for meeting needs of parents and students; and strategy for facilitating partnering needs among stakeholders.

**Client: Polish National Railway Company -- Warsaw, Poland**

**Challenge:** To advise the Polish government, at the ministerial level, on how to maximize the income potential and value of the real estate assets of the national railway company, PKP SA. The challenge PKP faces is to maximize the proceeds while optimizing retained operating assets. The role of the Consulting Corps is to suggest both a framework for value creation and process change through which such value can be realized.

**Client: Pace Academy - Atlanta, Georgia**

**Challenge:** To provide an objective assessment of Pace Academy's plan to seek zoning approval for construction of a new track and field adjacent to its tennis courts, especially with regard to the impact on the surrounding property owners.

**Client: Abilene Christian University - Abilene, Texas**

**Challenge:** To assist ACU realize its goal to enhance and protect the long-term value of the neighborhoods surrounding the university. Three elements that impact achievement of the goal include: (1) improve the quality of the neighborhoods; (2) ensure safety, beautification, and logical development of ACU-owned property; and (3) engage students in the practice of community living.

**Client: Tougaloo College - Tougaloo, Mississippi**

**Challenge:** To assess the development and highest and best use potential for the excess land owned by the college, while also considering the needs and interests of the institution itself and the entire community.

**Client: City of Rockford, Illinois**

**Challenge:** To assist the city in evaluating the feasibility of a 26-acre redevelopment plan, in



devising a developer selection process, and in creating a developer-City relationship management strategy for the duration of such a long-term project.

**Client: City of Phoenix, Arizona**

**Challenge:** To identify the broad development issues and preliminary design components related to the "Beyond the Banks" region of the city, which includes a 580-acre desert habitat, by assessing the site's strengths and weaknesses; the alternative land use opportunities that would yield both tangible and intangible benefits to the city, community, and county; the zoning and ownership issues; and the habitat, flood control, and recreational amenities concerns.

**Client: ADIS (real estate company) - Sofia, Bulgaria**

**Challenge:** To assist a government-owned and operated real estate corporation make the transition to privatization by determining its assets, assessing market conditions and profitability, and evaluating its staff and operations.

**Client: Harford County Government, State of Maryland**

**Challenge:** To identify the alternative land use opportunities that would yield both tangible and intangible benefits to the county, the community, and the private property owners superior to those provided by the continued development of this site for warehouse distribution use.

**Client: United States General Services Administration - Washington, DC**

**Challenge:** To devise an effective long-term and short-term portfolio strategy for the General Service's real estate assets given the legislative and budget constraints that limit a federal agency's acquisition, disposition, and management of real estate assets.

**Client: Dimock Community Health Center - Boston, MA**

**Challenge:** To develop strategies for the creation of a comprehensive real estate plan for this community health center which faced issues such as conflicts between the economic and regulatory limitations of adaptive reuse of historic facilities versus the delivery of cost effective health care services; opportunities for the sale or lease of facilities to enable rehabilitation and improve the organization's financial position; the development of systems for managing the maintenance and upgrading of facilities; and opportunities for strategic property acquisition and disposition.

**Client: City of Miami - Miami, FL**

**Challenge:** To assess the public/private development potential of the Virginia Key land parcel, which included a defunct stadium, a marina, a sewage treatment facility, and a wetlands preserve.

**Client: City of Gdansk, Poland, and the European Real Property Foundation**

**Challenge:** To conduct a feasibility study regarding redevelopment of a waterfront district in Gdansk, Poland, and to provide an easy-to-comprehend, market-oriented model for public/private ventures that would be applicable to future developments.

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**Client: Seattle School District - Seattle, Washington**

**Challenge:** To evaluate the reuse potential of an abandoned educational facility and to develop a model for disposition or redevelopment of similar facilities in the district.

**Client: The Irvine Company – Newport Beach, California**

**Challenge:** To devise a plan to reposition a failing shopping mall in light of new competition and changing demographics.

**Client: First Trust Community Development Corporation – New Orleans, LA**

**Challenge:** To analyze the feasibility of development on a 54-acre waterfront site given that: (1) new plans were underway to demolish public housing nearby, (2) there were several access challenges, and (3) a large abandoned entertainment development was on the site.