Integrity
Competence
Community
Trust
Selflessness

Why be a CRE™

THE COUNSELORS OF REAL ESTATE™
I had no idea of just how gratifying CRE membership actually would be. My first impression was the incredibly special feelings I had when I was confirmed for membership in the Counselors. To my surprise, my mailbox was suddenly filled with letters conveying warm wishes and welcoming greetings from so many Counselors, and especially from some of those people that I had long respected and admired. I still have those letters.

As the years have gone by, the treasure that is membership has only grown richer in more ways than I can count. On several occasions when my business has taken me into unfamiliar territories across this country, I have been treated with exceptional respect and hospitality by local Counselors. Being a Counselor has also provided me with an avenue for keeping my mind sharp and my professional skills honed.

For me, being a Counselor is the greatest professional privilege that I have been granted. The opportunity to be a part of this group of outstanding individuals is my greatest professional treasure.”

John A. Dalkowski III, CRE – LIHTC / Senior Housing Investment Advisor, Marcus & Millichap REIBC, Miami

In today’s world of global investment flows, access to the major institutions and funds in the USA is crucial and this is facilitated through membership of CRE. Similarly, many of the emerging markets of the world are seeking to enhance transparency and best practice in their real estate sectors, and CRE’s reputation in these areas lends credibility to any advice that is provided in connection with such initiatives.”

Nicholas Brooke, CRE – Chairman, Professional Property Services Group, Hong Kong

Success is a powerful goal, but for most of us, success and failure are close neighbors. It is in times of distress that one discovers the true nature of what membership in The Counselors of Real Estate is all about… the shared values, trust and deep friendships that characterize the Counselor organization as much as its professional specialty.”

Bowen H. (Buzz) McCoy, CRE – President, Buzz McCoy Associates Inc., Los Angeles

When I became a Counselor 10 years ago I expected a lot of smart, accomplished people that shared my vision for improving the decision making of real estate leaders. I have not been disappointed, but surprised. While I expected talent, the friendship and cooperative spirit of my fellow Counselors have been truly remarkable. I have worked with Counselors on a 1,000-unit project in Staten Island, a 650-room hotel in Orlando, a 200,000-square foot office building in Los Angeles, and called scores of others to get insights and debate capitalization rates, joint venture structures, market conditions and other issues of the day. However, what really pushed me over the top in my admiration for the Counselors was a desperate call I made to a Counselor in New Hampshire (over 3,000 miles from my office north of San Francisco) whom I had never met, who instantly and happily made his office, computers and staff available to me so I could work on an emergency matter with one of my staff who was vacationing nearby. It is good to know I have so many friends around the country!”

Scott Muldavin, CRE – Executive Director, Green Building Finance Consortium, San Francisco
An Exclusive Organization, A Credential of Distinction

The Counselors of Real Estate is an exclusive membership organization whose CRE designation is a capstone of professional achievement. Only 1,100 real estate advisors worldwide are entitled to display the CRE designation after their names.

Membership is extended by invitation only. To be considered, real estate advisors must be recognized by their peers, clients, employers and the marketplace for the scope of their professional expertise, acknowledged leadership, impeccable judgment and unwavering integrity.

CREs stand together as the preeminent thought leaders in the industry. In addition, they are linked to one another by their commitment to the organization’s core values of integrity, competence, community, trust and selflessness.

The result of this commitment ensures that CREs are deeply connected to and involved in a unique professional culture, one that thrives on candid information exchange, open dialogue, valuable member benefits and lasting professional relationships.

As a sole proprietorship entity, my company operates independently or by sharing with partners and affiliates. In this setting, the CRE’s collective experience, knowledge and wisdom provide a valuable source of support for members with integrity and kindness. In addition, like icing on a cake, having the CRE designation is a distinction recognized by peers in the real estate industry.

Theodore D. Pugh, CRE — Managing Director, MasterDeCo, Richmond, Calif.

The Counselors of Real Estate has advanced the state and image of real estate consulting with our activities ranging from education to philanthropy. Membership communicates integrity, professionalism and knowledge. I enjoy my interaction with other members, who I find to be especially engaging and interesting.

Bjorn Hanson, Ph.D., CRE — Principal, Hospitality and Leisure Consulting, PricewaterhouseCoopers LLP, New York

Being a CRE symbolizes my commitment to the real estate profession, being the best and servicing my clients at the highest quality level. I am particularly proud of my CRE designation and am proud to display it on my business cards and letterhead.

Peter G. Riguardi, CRE — President, New York Operations, Jones Lang LaSalle Americas Inc., New York

In the mid-1990s, it was apparent to me that local and regional mergers meant consolidation, corporate gentrification and a worldwide flattening of both consultation services and the providers of such services to accommodate the ‘transformed’ client. As close as they may seem geographically, Greenville, S.C., is not Atlanta or Washington, D.C.—or for that matter, with globalization upon us—London or Shanghai.

Being a Counselor has bridged that geographic and intellectual gap. My clients are truly plugged into the world that they compete in, and my ability to learn from and call upon other Counselors helps make this possible.

Membership Means Access

Membership in The Counselors of Real Estate means open access to the highest levels of professional knowledge and a vital community unparalleled in the real estate industry.

As a professional forum, the CRE organization serves as a conduit for members to tap one another’s range of knowledge and opinions. CREs gain access to authorities in every market and within every specialty in real estate. They share insights and intelligence, elevating their experience and expanding their professional reach. They earnestly participate in candid and spirited dialogue, creating bonds with the key players and door-openers who impact decisions on billions of dollars in real estate assets.

Counselors benefit not only from the ability to access the collective knowledge of their fellow CREs, but also from an esprit de corps unmatched in real estate associations. When CREs belong, they belong beyond the boundaries of a typical association environment. Membership opens a door to a unique culture grounded in trust and camaraderie.
Membership in The Counselors means to me being part of an elite, highly regarded group of real estate professionals with whom I can regularly exchange ideas and be supported in my work. It means being a beneficiary of that special Counselor culture which is truly unique and rewarding, both personally and professionally.

Philip S. Cottone, CRE – President, Property Trust Advisory Co. LLC, Philadelphia

I was honored to have been invited into The Counselors of Real Estate, never thinking that someone in the transaction business actually fit. But upon reflection I believe that what I do is, in fact, counseling. As a member of the organization, I have met some terrific people—not the least of which are Phil Cottone and George Lovejoy, who not only bring a great sense of class, but also an enormous sense of history and perspective in looking at real estate from high and above. On matters involving my clients, I am grateful for the opportunity to call upon this network of fellow Counselors in other parts of the country. The hospitality of cooperation and cordiality is immense.

Kevin Phelan, CRE – Executive Vice President, Meredith and Grew Inc., Boston

Sharing knowledge and experience, and doing this willingly, openly and without any signs of arrogance—this is my most strong sense of who CREs are. This warm and collective spirit of generous sharing—which, I believe, is feasible only based on the highest professional qualifications and dedication to the subject of our profession—is what creates the highest value of CREs, for ourselves as a professional society, for the real estate profession at home and abroad, and for our clients.

Olga Kaganova, CRE – Senior Associate, The Urban Institute, Washington, D.C.

Participating in The Counselors provides me with thoughtful commentary on the historical cycles, creative thinking on the big picture and animated dialogue on the long view of the real estate markets.

James Curtis III, CRE – Principal, Bristol Group, San Francisco
A Unique Specialty with Extensive Range and Depth

Land and real property are vital to all human endeavors. As a result, the issues connected to real estate are broad and diversified. Location, financing, enterprise management. Investment analysis, planning, feasibility. Tax consulting, mergers, acquisitions.

Strategic real estate decision making depends on excellence in real estate counseling.

Real estate counseling is not considered a specific discipline, such as brokerage, management or appraisal. Rather, real estate counseling is a process that requires an extensive range and depth of knowledge, technical competency, unbiased analysis, critical inquiry and trust. Its purpose is to provide objective guidance that achieves results in the best interests of a client or employer.

Whether a situation requires a public/private partnership or disposition strategy, a lease/purchase evaluation or a highest and best use study, CREs possess the real estate acumen, integrity and wisdom to create the road map to meet the challenge. While achieving this objective, CREs deeply respect client confidentiality and adhere to a strict Code of Ethics and Standards of Professional Practice.
Counseling Covers a Spectrum of Services
**Thought Leadership**

CREs Scott Muldavin, Andy Fusscas, Timothy Lowe and Theddi Wright Chappell have launched the Green Building Finance Consortium to develop the first methodologies and due diligence practices to enable objective fiduciary assessment of green building investment by the private sector.

Richard Hanson, CRE, Principal, Mesa Development LLC, is focusing his attention on the issue of affordable housing through Park Boulevard, a public-private development built on the former site of one of Chicago’s most notorious public housing high-rises. The project serves as a model for mixed-income housing, sustainable building practices, government agencies, architects and developers, and has received wide exposure throughout the world.

Kenneth Riggs, CRE, President and CEO, Real Estate Research Corp., produces the RERC Real Estate Report, along with a number of other forecasts. Riggs, a highly quoted source on real estate research, was named one of “Real Estate’s 25 Most Influential Thought Leaders” by the National Association of REALTORS®.

Larry Kosmont, CRE, President and CEO, Kosmont Companies, annually releases the Cost of Doing Business Survey, which includes extensive data on business costs, taxes, fees and incentives for more than 350 communities, an essential tool for businesses contemplating relocation.

**Global Perspective**

As global head of valuation services for Cushman & Wakefield, Brian Corcoran, CRE, is leading the charge to grow the firm’s valuation practice worldwide, overseeing 99 offices in 57 countries.

Andrew G. Bene, CRE, and his firm Sandler O’Neill Consulting Services LLC, is helping to close a deal on the development of a new 1.2 million square foot indoor skiing facility in the United Arab Emirates. The Sunny Mountain Ski Dome at Dubailand—the largest freestanding dome in the world—will consist of a steel-structure dome enclosing a revolving ski slope that goes through and around an artificial mountain range designed to create an Arctic experience, including the addition of a “penguinarium,” where hundreds of penguins will make themselves at home.

Robert Taylor, CRE, President, The REMM Group, has been conducting long-term consulting work for The People’s Republic of China on matters relating to architectural design and property management and serving as a facilitator to “add tools to the toolbox” in the writing of real estate law in China.

Simon Thomson, CRE, Principal of Retail International, is an international retail consultant providing advisory services, particularly in the Middle East and Central Europe. A founding director of The Middle East Council of Shopping Centres, he most recently has been involved with a strategic retail study of the Doha, Qatar, market, a market study for the Dubai International Finance Centre and a critical design analysis of The Lagoon in Bahrain.

**Innovation**

CREs Maxine Mitchell, President, and Robert Miller, Senior Vice President, of Applied Real Estate Analysis, created an award-winning new rental housing database designed to assess appropriate rent levels for specific units using the Housing Choice Voucher Program.

Maurice Robinson, CRE, of Maurice Robinson & Associates and Baine Chase, CRE, of Chase and Co., took the lead in a complex assignment devising a methodology to value the Grand Canyon. As a result of their work, the U.S. National Park Service adopted this new methodology for all parks needing appraisal in the future.

Mahlon “Sandy” Apgar IV, CRE, Apgar & Co., as a Fellow of the Said Business School, is teaching Oxford’s first MBA course in real estate. Apgar previously served as Assistant Secretary of the Army, launching a program to privatize U.S. Army housing and overseeing the world’s largest real estate portfolio and supply system.

Steve Norris, CRE, Principal, Norris Realty Advisors, consulted for the online auction of the El Toro Marine Corps Base, which closed at $649.5 million and was hailed as the most successful base-realignment and closure sale/transfer to date.

Randy Harper, CRE, President, The McGorrisk Group Inc., is developing the overall business plan for the newly proposed Patsy Cline Museum and providing a third-party perspective of the economic realities of museum operation.

John J. Leary, CRE, President, Leary Counseling and Valuation Inc., directed the valuation of 170 real estate parcels connected to Yale University, Albertus Magnus College, Yale-New Haven Hospital and the Hospital of St. Raphael, finding that previous traditional mass appraisal methods resulted in significant under valuing of these properties.

**Best Practices**

CREs Charles Shapiro, Armonk, N.Y.; Jacqueline Buhn, President, Athenian Properties, Philadelphia; Maureen Mastroieni, CRE, President, Mastroieni & Associates; Plymouth Meeting, Pa.; and Jim Stone, CRE, President, GeoVue, Woburn, Mass., were among a group of Counselors participating in a CRE Consulting Corps assignment for the Philadelphia School Board to analyze supply and demand for public schools in every neighborhood of the city and present alternative approaches to satisfying future needs.

Rob Nahigian, CRE, Principal, Auburndale Realty Co., Auburndale, Mass., received the “Assignment of the Year” awards for his site selection work for a charter school, which also included the research and recommendations for legal services and bond financing of $20 million, and for his evaluation work on the real estate portfolio of the Archdiocese of Boston.

Richard Shepard, CRE, Principal, Real Estate Strategies, St. Louis, Mo., received the Creative Deal of the Year Award and the prestigious Daniel F. Sheehan, Sr. Lifetime Achievement Award for his outstanding counseling to the University of Missouri–St. Louis in its plans for a new business, technology and research park and landing the $50 million headquarters of a Fortune 150 firm.

Patricia Adell, CRE, Managing Partner of Real Estate Solutions Group, Princeton, N.J., has been assisting the Lower Manhattan Development Corp. in examining the market and financial impacts of major funding proposals for development initiatives in Lower Manhattan, in addition to advising on the market and financial feasibility of a new National Sports Museum.
Different Backgrounds, Same Goal

CREs possess a wide array of professional backgrounds—from valuation to development. They serve different client groups—from government agencies to individual property owners. And they provide a breadth of services ranging from mergers and acquisitions consulting to structured financing advice.

Regardless of their experience, firm type or client base, all Counselors provide sound solutions for complex real estate matters. New members may bring experience similar to that of other Counselors or, almost as often, offer entirely new skill sets and expertise into the shared knowledge base of the membership.
= Competent, Unbiased Advice

CRE Firm Types

International real estate
Private equity/opportunity funds
Lender/mortgage bankers
Investment banking
Legal
REITs
Pension/endowment
Accounting
Architectural/engineering

Appraisal

Consulting

Brokerage

Development
Investment management

Other types

CRE Firm Sizes

6 – 10 employees

11 – 25 employees

1-person office

2 – 5 employees

26 – 100 employees

101 – 500 employees

more than 500 employees

CRE Clients

Privately held corporations
Developers
Individuals
Attorneys

Fortune 500 companies
Publicly held corporations
Lenders/mortgage bankers

Government agencies

REITs
Consulting firms
Advisory/investment management firms
Accountants
Brokerage firms
International corporations or partnerships
Pension endowments
Private equity/opportunity funds

Appraisers
Investment bankers
Architectural/engineering firms
Rating agencies
International political agencies


* Each square represents a general proportion in each category. Overlap occurs in some categories.
A Comprehensive Selection of

The CRE Designation is a prestigious credential that signifies professional achievement in real estate counseling.

Exclusive Access to a forum of real estate leaders means belonging to a unique professional culture grounded in the shared values of integrity, competence, community, trust and selflessness.

National Meetings and Programs deliver intellectually stimulating education that is always timely and thought provoking. To meet the demands of a professionally diverse audience, programs explore big picture topics such as economics, capital markets trends, demographics and globalization. To leverage the intimate size of the group, these meetings also provide ample opportunities for targeted education through special interest discussion groups and roundtable sessions. As stated in the Wall Street Journal’s “Building Value” column, “Industry conferences tend to be cheerleading events, with nothing but the rosier outlooks on stage. That (isn’t) the case in the ballrooms and halls at (meetings) of The Counselors of Real Estate.” CREs expect insightful information and engaging dialogue.
Membership Benefits

**Strategic Alliances** within the real estate industry and the global marketplace expand the awareness and presence of the CRE membership. Through partnership with the Royal Institution of Chartered Surveyors, The Counselors offers expedited acquisition of the FRICS designation and mutual access to a reliable network of commercial real estate professionals worldwide.

**Research and Project Funding** is available through the James E. Gibbons Educational Development Trust Fund, which underwrites worthwhile initiatives with social, community and international significance that benefit society and the real estate industry at large. Funded projects have focused on senior housing, sustainability, school choice, housing reform, real estate leadership and training programs.

**CRE-to-CRE contacts** happen around the world every day of the week, connecting every CRE, whether a sole practitioner or an employee of a large institution, to an enthusiastic and talented team of like-minded professionals. CRE relationships result in collaborative business efforts and long-term business relationships.

**Candid, Confidential and Open Communication** ensures that all members contribute to and benefit from the wealth of professional knowledge shared among the membership. The Counselors organization is driven by volunteer participation through a number of communications channels—from formal speaking, writing and leadership opportunities to informal discussions and dialogue on local, regional, national and international scales.
Membership Benefits

The CRE Membership Directory, in both print and electronic formats, provides effective and efficient access to membership expertise. As resource tools, these directories are used to enhance CRE-to-CRE communication as well as increase awareness of the designation to users of counseling services.

The CRE Web Site at www.cre.org showcases the expertise of the membership by highlighting and summarizing counseling assignments and current member news. In addition, the site serves as an information source about the counseling profession and the CRE organization itself.

Publications provide timely and thought-provoking information on a wide range of issues and topics. The organization’s two main publications are the peer-reviewed journal, Real Estate Issues, published three times a year, and the quarterly Counselor newsletter. In addition, electronic news and “calls for expertise” are part of the CRE communications program.
The CRE Real Estate Dispute Resolution Program promotes and manages member participation in resolving real estate disputes as an alternative to litigation. Training in mediation and arbitration qualifies CREs to participate.

The CRE Consulting Corps Program is an outreach initiative that devises strategic action plans for the real estate assets of not-for-profits and related institutions. A panel of volunteer CREs, selected for their specific areas of expertise, work together in teams on each assignment. Consulting Corps panels have been conducted for a variety of institutions, including the Philadelphia public schools, the University of Texas system, the Sisters of the Divine Compassion, Dimock Community Health Center and the General Services Administration of the federal government.

Chapter Participation provides local information exchange, strong business and personal contacts, and grass roots opportunities for leadership and collaboration. Twenty-five regional chapters are active in the U.S.

Awards Programs recognize achievement of professional endeavors, as well as service to the CRE organization—from the James Fell Creative Counseling Award for ingenuity in counseling to the Landauer/White Award for overall contribution to the real estate community and the world at large.

Special Events, Tours and Spouse Programs celebrate CRE collegiality and provide entrée to intriguing venues and experiences in national program host cities.
Far too many real estate conferences are little more than marketing platforms for the sponsors. The Counselor organization’s programs provide a chance to grapple with the leading issues impacting the future of our business at an extremely high level—no marketing. And the priceless ability to access a network of highly specialized experts who can assist with a variety of projects on a moment’s notice significantly enhances the capabilities and expands the knowledge base of any member.”

Geoffrey Dohrmann, CRE – President and CEO, Institutional Real Estate, Inc., Walnut Creek, Calif.

I consider membership in the Counselor organization to be a very special part of my professional life. Being in the institutional real estate investment management business, I am continuously in touch with most of the major participants in that particular segment of the market. The Counselors provides me with a separate network of broadly diversified go-to real estate professionals from all over the country who can be trusted sources of market information and perspective. All that aside, we have a lot of fun together and wherever in the world you may travel, there’s probably a Counselor not too far away.”

William Ramseyer, CRE – Managing Director, Cornerstone Real Estate Advisers LLC, Hartford, Conn.

What an exciting moment in my real estate career when I was invited for membership in The Counselors of Real Estate. It goes beyond the reputation of the women and men who are the brightest people in our industry. They are truly family. My relationship with the organization was galvanized when I volunteered for the CRE Consulting Corps, the true essence of who we are. I have developed lifetime friendships through that experience, and I am proud and honored to be a part of this special group of people.”

William Wiebe CRE – Senior Vice President, Vollmer Realty, Cincinnati

My experience as a Counselor has been rewarding in a way I never expected: Shortly after joining, I was invited to join a Counselor’s Collaborative team writing a master plan for the public school system in my hometown. This turned out to be one of the most interesting and involving projects I have ever undertaken.”

Jackie Buhn, CRE – President, Athenian Properties, Philadelphia

“As a CRE, you are surrounded by some of the best real estate minds of our time. The more you participate, the more you get out of being a Counselor.”

Paul Chiles, CRE – President, Chiles & Co. Inc., Seattle
A Rigorous Application Process

Since its inception in 1953, the vision of The Counselors of Real Estate has been to develop a membership recognized for its expertise and excellence. A membership invitation not only affirms achievement and leadership in the real estate counseling profession, but also establishes adherence to the core values of the organization: integrity, competence, community, trust and selflessness.

The rigorous membership invitation process has maintained this organizational vision for more than 50 years. The process is comprehensive and thorough. It begins with completion of a Memorandum of Information, which details an individual’s qualifications and experience in real estate and real estate counseling. Following receipt of the Memorandum of Information, the organization solicits client and peer recommendations and arranges an interview with the prospective member.

- Applicants must show evidence that they provide meaningful professional real estate counseling services and that their counsel is sought and valued by clients or employers.
- Applicants must hold a senior position in a firm or company.
- Applicants must be recognized for excellence as an advisor and must be highly regarded for their integrity, judgment and knowledge.
- Applicants must have practical experience in real estate for at least 10 years, three of which must be in real estate counseling.
To me, CRE stands for integrity, humanity, humility and wisdom. Our members offer a valued voice in their own communities, a personal commitment to help fellow Counselors and a contribution to the quality leadership our industry—and our planet—need right now. Being included is an enormous honor and great pleasure.”

Marilee Utter, CRE – President, Citiventure Associates, Denver

Members of The Counselors of Real Estate represent a unique ensemble—each with our own talents, our own experiences and our own points of view. As individuals, our reach is limited. Together, our capacity knows no bounds. The organization has always been, for me, a kind of “shining city on a hill”...a community of dreams, possibility, character and good faith.”

Alvin O. Benton, CRE – President, Benton Advisory Group Ltd., Marietta, Ga.

When looking for the “Best of the Best” in real estate consulting, I always consult a CRE member. I am always well served.”

Anthony Souza, CRE – Souza Realty & Development, Tracy, Calif.

CREs are simply the most intelligent, experienced, and honorable professionals I have ever had the pleasure to encounter.”

William H. Owen, CRE – President and CEO, Real Estate Research Consultants, Orlando

“I send referrals to and seek help from people all over the country, and notwithstanding my access to rosters of SIORs, CPMs, MAIs and ULI folks, I always reach first for my CRE roster. Over the past 20 years, when I have identified myself as a fellow CRE, I have always, with one exception (and he was retired), received a return call in a very timely manner. What a response record for 20 years.”

Joe Foster, CRE – President, Joe Foster Real Estate Advisors, Dallas