ORGANIZATIONAL CHART FOR A TYPICAL LARGE REAL ESTATE COMPANY

Senior Management
At the senior management level, a large real estate development company is much like any other large corporation, with a chief executive officer, chief operating officer and so on:

Chief Executive Officer (CEO). Directs all company operations and activities to maximize profitability; establishes objectives, plans, policies and standards; reports to--and may be a member of--the company's board of directors.

Chief Operating Officer (COO). Assists CEO in overall direction of company; establishes and implements operating procedures; plans and directs daily operations of company; evaluates operating results for CEO review; reports to CEO.

Chief Financial Officer (CFO). Manages company's financial plans, policies, and practices; plans and directs treasury, budgeting, and reporting, and accounting functions; directs auditing; tax planning
and reporting, and accounting functions; maintains relationships with financing sources; development projects; reports to CEO or COO.

**Chief Investment Officer (CIO).** Coordinates the focus and objectives of the company's development, leasing, asset management, and property management developments; reports to CEO or COO.

**Chief Technology Officer (CTO).** Plans and manages the company's IT operations, including strategic planning, application/systems, computer operations, and vendor relationship; reports to CEO or COO.

**Chief Legal Counsel.** Establishes standards for and reviews the legal aspects of the company's financial documents and contracts; assures company is operating; acts as liaison with outside counsel; usually reports to CEO.

**Director of Human Resources.** Develops, implements, and evaluates personnel policies and programs; oversees recruitment, training and development, employee and labor relations, compensation and benefits, and performance management.

**Controller.** Manages company's accounting practices, preparation of financial reports, and maintenance of financial records; oversees budgeting, forecasting, financial analysis, and financial control systems; usually reports to CFO.

**Operating Management**

At the operating (management) level, the positions in a typical large development company are specific to the real estate business.

**Acquisitions and Dispositions**

Typical positions relating to the company's acquisitions and dispositions function include:

**Acquisitions and Dispositions Head.** Manages overall acquisitions and dispositions; supervises of acquisitions and head of dispositions.

**Acquisitions Head.** Identifies and analyzes acquisition opportunities; negotiates acquisitions.

**Acquisitions Manager.** Assists head of acquisitions in identifying opportunities to acquire properties, possibly within a designated geographic region.

**Acquisitions Analyst (a.k.a. Site Acquisitions Specialist).** Assists in the sourcing and acquisition of property for development; conducts market research; contacts brokers and owners about property
acquisition opportunities; assists in negotiations with sellers and other parties.

**Dispositions Head.** Identifies and analyzes disposition opportunities; negotiates dispositions.

**Dispositions Manager.** Assists head of dispositions in identifying opportunities to dispose of properties, possibly within a designated geographic region.

**Dispositions Analyst (a.k.a. Site Dispositions Specialist).** Assists in the disposition of property; conducts market research to determine the value of properties; contacts brokers and potential buyers; assists in structuring sales transactions and negotiations with buyers.

**Asset Management**

Typical positions relating to the company's asset management function include:

**Asset Management Head.** Oversees the company's portfolio of real estate assets (which are owned and managed) through acquisitions, dispositions, and day-to-day operations, including management of revenue and expense items; works to maximize the portfolio's performance; supervises regional asset managers and asset managers.

**Regional Asset Management Head.** Provides strategic oversight of existing and potential real estate assets within a designated geographic area.

**Asset Manager.** Manages business plans and budgets for properties.

**Assistant Asset Manager (a.k.a. Asset Management Associate).** Assists asset manager with business planning and budgets.

**Analyst.** Reviews the condition and maintenance of assigned properties; manages their bookkeeping and cash flow accounting; handles rent reconciliation; prepares property financial reports and annual budget forecasts.

**Construction**

Typical positions relating to the company's construction function include:

**Construction Head.** Establishes and enforces company's engineering and construction standards; ensures that construction work meets or exceeds standards within a designated geographic area.

**Regional Construction Head.** Enforces and construction standards; ensures that construction work meets or exceeds standards within cost estimates; monitors quality of work in progress; supervises regional construction heads.
Business unit Construction Head. Ensures that construction work in a particular product line, such as office buildings, meets or exceeds standards within cost estimates; provides technical input on the feasibility of proposed projects; monitors quality of construction work.

Construction Project Manager. Provides overall direction on assigned construction projects; reviews and makes recommendations on planning and design of projects; negotiates contracts or participates in contract negotiations; monitors day-to-day progress and activities on project construction sites.

Assistant Construction Project Manager. Assistant project manager with construction project management, on-site monitoring, and contract negotiations.

Tenant Construction Coordinator. Coordinates construction of tenant space in assigned facilities; supervises construction to ensure that it meets the owner’s expectations; reviews plans; estimates costs; obtains bids; inspects and approves completed project.

Development

Typical positions relating to the company's development function include:

Development Head. Provides oversight for all the company’s development strategies and evaluates development activities; establishes development strategies and evaluations; acquires sites; analyzes the financial feasibility of proposed projects; negotiates construction loans with prospective lenders.

Regional or Divisional Development Head. Evaluates development opportunities within a designated geographic area or for a specific division; conducts market evaluations; acquires sites; analyzes the financial feasibility of proposed projects; negotiates construction loans.

Business Development Manager. Identifies development opportunities; follows up on development leads and contacts; participates in the structuring and financing of projects; assures the completion of development projects.

Senior Development Project Manager. For specific—and usually the company’s more complex—projects, oversees the entitlement and development process from site selection to construction; secures development permits; meets and negotiates with government agencies; manager project budgets; monitors the construction process.

Development Project Manager. For specific—and usually the company’s smaller, less complex—projects, oversees the entitlement and development process from site selection to construction; secures development permits; meets and negotiates with government agencies;
manages project budgets; monitors the construction process.

**Associate Development Manager.** Assists development project managers with the management of smaller projects.

**Land Acquisition Associate.** Finds and qualifies land for development based on company's land requirements; maintains a land search database; initiates discussions with property owners about the possible sale of property.

**Financial**

Typical positions relating to the company's financial function include:

**Financial Director.** Manages the company’s accounting practices, records maintenance, and financial reports; supervises financial managers.

**Financial Manager.** Within a designated geographic or functional area, manages accounting practices, records maintenance, and financial reports; supervises financial analysts.

**Senior Financial Analyst.** Provides managers with financial analyses, development budgets, and accounting reports; analyzes financial feasibility for the most complex proposed projects; conducts market research to forecast trends and business conditions.

**Financial Analyst.** Provides managers with financial analyses, development budgets, and accounting reports; helps maintain and update asset valuation models for the company's investment portfolio; analyzes financial feasibility for moderately complex proposed projects; conducts market research to forecast trends and business conditions.

**Property Management**

Typical positions relating to the company's property management function include:

**Property Management Head.** Oversees the management of all physical facilities owned and managed by the company; establishes and monitors budgets; monitors operational efficiencies; maintains and renovates facilities; supervises contracted services; maintains good relationships with tenants; supervises regional property managers.

**Regional Property Management Head.** Oversees the management of facilities within a designated geographic area.

**Property Manager.** Manages one or more properties, which generally are assigned by size category, for example, properties over 1 million square feet or properties under 500,000 square feet, collects
rents; maintains tenant relations; prepares annual budgets; may have leasing responsibilities; generally works on the site.

**Assistant Property Manager.** Assists property managers with the day-to-day operations of one or more properties.

**Lease Administrator.** Provides analysis and support for property management, facility planning, lease administration, and financial reporting; tracks lease information, property values, capital expenditures, and rental rates, may assist with lease negotiations.

**Facility Manager.** Directs the operations of designated properties on a day-to-day basis; supervises contract maintenance and operations workers—including janitors, electricians, and mechanical engineers. Non-real estate corporations with a large number of facilities operate as large real estate owners and developers employ facility managers.

**Property Accountant.** Performs cash management, general ledger accounting, and financial reporting for one or more properties.

**Leasing Agent.** Markets space; finds tenants; participates in lease negotiations; may require a broker license. (Note: some large development companies employ their own leasing agents, while others hire outside brokerage firms to lease space in their buildings.)

### Internal Accounting and Reporting

Typical positions relating to the company's internal accounting and reporting include:

**Regional Controller.** Oversees financial budgeting and reporting within a designated geographic area; directs budgeting and forecasting activities, auditing, tax planning and reporting, and accounting.

**Senior Project Controller.** Oversees financial and accounting activities relating to one or more designated projects; supervises project controllers.

**Project Controller.** Participates in assigned accounting activities, audits, tax reporting, and tax payment work for one or more designated projects.