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## **2020 Ones to Watch: Greg Bryant, Managing Partner at Bedford Cost Segregation, LLC**

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Greg Bryant  
Bedford Cost Segregation, LLC

What led you to your current profession? I am asked that question often. I started my career as a market research analyst for a commercial developer in Montreal. Was promoted to tenant coordinator and later to construction manager for a regional mall. I was then transferred to the firm's Dallas office I was responsible for the construction and management of over 3 million s/f of commercial, industrial and medical facilities. Later, I started a commercial general contracting company and then relocated to New Hampshire in 1991 working in a business development and senior managerial capacities for local and national engineering firms. I founded Bedford Cost Segregation in 2002 before cost segregation became a widely used tax mitigation strategy. My professional experiences gave me a very solid foundation for starting the firm, but it also taught me to recognize my limitations-- which has helped me in assembling the right team.

How do you contribute to your community or your profession? On a personal level, I was heavily involved with YMCA Camp Coniston, where I served on the Board of Directors and chaired the Facilities committee for a decade. I joined at a time when the camp needed an extensive long-range facility planning. It was very rewarding to help develop and implement a strategy for the camp's renovation and new construction. On a professional level, I played a significant role in the formation of the American Society of Cost Segregation Professionals (ASCSP)—our industry's primary professional association where I was the Society's first president. I currently serve as co-chair of the Society's Testing Committee and am also a member of the Technical Standards Committee.

What advice can you offer to someone who is interested in a career in your industry? Professional services is a "people-based" business. Solid client relationships are the backbone of any consultancy. The value of the relationship goes well beyond providing a great product on time and on budget. Our most successful team members make it a point to understand our clients' objectives and strategies – both short-term and long term. In this business, it is critical to be a good listener and to offer solutions that are consistent with each client's goals. Our industry is very fragmented and specialized. With 50 staff members, Bedford is considered one of the largest firms in the country specializing in cost segregation. Working here gives you the prestige of being with a national leader, but it's small enough so you have lots of opportunities to learn different aspects of the company, whether they be related to technical, tax or business development.

How have your life experiences impacted who you are professionally? One thing I've learned throughout my career is the importance of treating people with respect and consideration. Another key is being accountable. That means responding to conflicts and errors in a professional and expedient manner. It means taking ownership of an issue without blaming others. That's always how I have operated. "Older and Wiser" comes into play a lot now when I am presented with what have been touted as being great opportunities – hopefully I will not make the same mistake twice! Looking back on my career, I've learned something valuable at every stop along the way. If I had to do it over again, I don't think I would do it any differently.