



Proprietary & Confidential
FINAL REPORT



PROPERTY MANAGEMENT REVIEW

October 11, 2024

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This report is intended for the internal use of the City of Modesto, and may not be provided to, used, or relied upon by any third parties.

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I. EXECUTIVE SUMMARY

A. BACKGROUND

Located in the heart of California's Central Valley, the City of Modesto (the City) is well known for its rich agricultural industry, but offers a diverse economy which includes manufacturing, healthcare, and retail too. Home to around 215,000 residents, Modesto is California's 18th largest city and home to several cultural attractions such as the Gallo Center for the Arts, the McHenry Museum, and the State Theatre. It is also home to several parks and recreational areas including the Tuolumne River Regional Park and the Modesto Reservoir.

B. SCOPE

The City does not have an established real estate management program for its buildings. Moss Adams LLP (Moss Adams) was engaged by the City to evaluate how efficiently and effectively the City oversees and monitors its real estate assets to identify challenges and opportunities for improvement. Specifically, in this engagement, we completed the following:

- In collaboration with the City, collected and inventoried all City real estate assets
- Evaluated current oversight practices and use of assets to provide high-level recommendations for improvements to real estate performance

C. METHODOLOGY AND OBJECTIVES

The overall goal of this assessment was to help the City understand the current state of its real estate property management, identifying challenges and opportunities for improvement.

In our procedures, we performed the following:

- Conducted interviews with City staff and departments to understand project-specific challenges and opportunities, including topics such as interdepartmental collaboration, reporting, real estate management, policy, and procedure environment.
- Reviewed existing City policies, procedures, forms, reports, and other documentation.
- Collected and inventoried all City real estate assets based on available data from the City Manager, Finance, and Risk Management.
- Conducted research into best practices for recommendations of improvements to real estate management, policies and procedures, controls, and process changes.
- Provided high-level recommendations for improvements to strategy, policies and procedures, staffing, and process changes that fit into the City's current operating environment.

The assessment was conducted between May and July 2024 and consisted of four major phases:

1. **Project Initiation and Management:** This phase concentrated on comprehensive planning and project management. It included selecting employees to interview, identifying documents to review, and establishing regular reports on project status.



2. **Fieldwork:** This phase included interviews, document review, and best practice research. We worked with City leadership to obtain the most up-to-date information and insights available.
 - *Interviews:* We conducted interviews with 10 staff members from the City’s management departments.
 - *Document Review:* We reviewed documents including organizational charts, policies and procedures, forms, and reports.
 - *Best Practice Research:* Based on identified opportunities for improvement, we conducted research on relevant best practices, specifically looking at the cities of Stockton, Bakersfield, Merced, and Fresno as directed.
3. **Analysis:** In this assessment phase, we evaluated the importance, impact, and scope of our observations within the context of the information we gathered to develop actionable recommendations.
4. **Reporting:** We concluded the project by reviewing draft observations and recommendations with City leadership to validate facts and confirm the practicality of our recommendations, fine-tuning our observations and recommendations based on their feedback.

This engagement was performed in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountants.

D. COMMENDATIONS

We want to extend our heartfelt gratitude to all City employees who participated in this assessment. Throughout our work, we noted:

- Excellent collaboration between departments and colleagues
- A culture that looks for best practices and opportunities for improvement
- As a best practice, the City is already working on the following:
 - Conducting a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for all City buildings.
 - Creating a deferred maintenance program and incorporate it into the City’s Geographic Information System (GIS) and Environmental Systems Research Institute, Inc. (ESRI).
 - Establishing a formal Capital Improvement Plan (CIP).

It was clear from all City employees we worked with how much passion there is for Modesto and concern for its progress and future. The contributions from these dedicated employees undoubtedly elevated this report, and we again share our thanks.

E. ADDITIONAL ACTIONS FOR CONSIDERATION

As a result of this engagement, we identified the following opportunities to further support the City:

- Develop a multi-year strategic business policy to articulate the vision, goals, and performance measures for the City’s properties with supporting financial plan.
- Utilize the recommended internal liaison (see [Recommendation 4](#)) to help carry out the recently passed Surplus Land Act. Outsource additional support as necessary to facilitate the sale or lease of the identified surplus.



F. SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

Observations and recommendations were grouped into two areas: (1) Planning and Strategy and (2) Processes. A summary is listed below, and observations and recommendations are further detailed in in Section II of this report.

OBSERVATIONS AND RECOMMENDATIONS		
Planning and Strategy		
1.	Observation	The City currently lacks a multi-year strategic business plan to articulate the vision, goals, and performance measures for the City’s properties, including hold and exit strategies, with capital plan considerations. A comprehensive multi-year strategic or business plan is needed to define priorities, drive budgets and annual workplans, and guide ongoing real estate management activities for the City’s real estate program.
	Recommendation	The City should develop a multi-year strategic business plan to articulate the vision, goals, and performance measures for the City’s properties, including hold and exit strategies, with capital plan considerations. The approach, activities, and performance measures can be incorporated into the City’s greater strategic business plan and also serve as a roadmap to guide decision-making and space allocation.
2.	Observation	The City has not developed a real estate organizational chart, including business administration, facilities planning, strategic projects, project delivery, compliance, and real estate development and management departments with defined roles, responsibilities, an authority matrix, reporting lines, and oversight. An organizational chart should include consideration of key third-party fulfilling roles within real estate functions (e.g., key leasing agents). Without further clarity, property leadership, accountability, and authority can be unclear.
	Recommendation	The City should develop role and responsibility documentation, such as a Responsible, Accountable, Consulted, and Informed (RACI) matrix, authorization matrix, or organizational chart to demonstrate how various stakeholder groups are meant to work together, and ensure that individuals in positions of leadership have appropriate authority thresholds to accomplish their work.
3.	Observation	The City does not perform strategic market competitive assessments or benchmarking for its properties.
	Recommendation	As a best practice, the City should regularly perform competitive market assessments and benchmarking on both owned and local properties. This will allow the City to monitor the strength of its portfolio and keep apprised of opportunities in the market.
4.	Observation	The City lacks a dedicated individual to serve as a liaison between the various City departments, the City Manager’s office, and third-party real estate vendors.



OBSERVATIONS AND RECOMMENDATIONS		
	Recommendation	The City should identify an internal individual to serve as a liaison between various City departments, the City Manager's office, and the third-party real estate vendors. This person would be responsible for the ongoing reporting outlined in Observation No. 7 .
Processes		
5.	Observation	The City has not conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis for properties currently owned to help guide real estate expansion or consolidation strategies.
	Recommendation	To supplement the recently completed Facility Condition Assessment and master asset list, a SWOT analysis for all City properties should be completed. The policies and procedures should identify who prepares and reviews this information to help guide strategy on reaching utilization goals versus plan, as well as opportunities for determining if the properties are in alignment with City goals.
6.	Observation	The City lacks a regularly scheduled reporting process (e.g., monthly, quarterly, and annually) for key stakeholders to evaluate the health of City real estate property inventory and make informed decisions.
	Recommendation	The City should consider developing an annual budget and monthly reporting process, in alignment with the strategic plan, for an overarching real estate program. At a minimum, reporting to key stakeholders should include the following: <ul style="list-style-type: none">● Property abstracts with essential property information such as name, address, primary contacts, total square footage, maintenance costs, expenditures, amenities, available seating, average utilization, groups assigned to the property, and current pending work for the property.● Annual operating budgets and capital expenditure budgets per property.● Monthly, quarterly, and/or annual financial proformas with KPIs and variance analysis against prior year budgets.
7.	Observation	The City lacks a formalized communication plan aligned with the RACI framework (see Observation No. 2) for key internal stakeholders and/or committees with regular status updates and established agendas with key information.
	Recommendation	The City should consider establishing a reoccurring meeting for key property stakeholders to review and discuss key real estate information.
8.	Observation	The City does not have formalized real estate financial and operation policies and procedures. Based on feedback provided during interviews, this has created challenges with communication, reporting, consistency, and customer service.
	Recommendation	The City should evaluate all current policies, procedures, and processes for existence, appropriateness, and alignment with current practices. At a minimum, the policies and procedures should include the following items: <ul style="list-style-type: none">● Defined roles and responsibilities for City employees and third-party support



OBSERVATIONS AND RECOMMENDATIONS		
		<ul style="list-style-type: none">• Defined monetary and approval thresholds for all real estate transactions• Required real estate reporting to key stakeholders• Defined KPIs and metrics with methodologies• Facility service request system and key roles• Financial and operation policies and procedures• Transaction evaluation guidelines <p>Once policies and procedures are updated and in alignment with current practices, they should be made available in a centralized location, such as an intranet, for employees to easily reference.</p>
9.	Observation	The City lacks an asset list that is complete and accurate.
	Recommendation	As part of this assessment, we collected all known asset lists and combined them to create a comprehensive list (delivered separately July 18, 2024). We recommend that the City cross-reference its internal data to ensure that the list is accurate and up-to-date. This will enable the City to make informed decisions, track its assets, link it to GIS and ESRI programs, and plan for the future. Additionally, we recommend that the City develop a policy and procedure for maintaining the list moving forward to ensure that it remains accurate and up-to-date.



G. IMPLEMENTATION PLAN

We have prepared an implementation plan to guide the enactment of the recommendations provided in this assessment. The recommendations are listed in order of priority (critical, high, medium, or low), but much of this work may overlap. Risk rating definitions for critical, high, medium, and low are as follows: high-risk rating indicates a high likelihood of a significant negative impact; medium-risk rating indicates a moderate likelihood of a moderate negative impact; and low-risk rating indicates a low likelihood of a negative impact based on our experience. This plan should be viewed as a living document that City leadership will discuss, reorganize, and adjust with time.

The Primary Responsible Party is the leader in coordinating activities to accomplish the line item. This individual may or may not directly execute the work detailed, but will be responsible for moving the work forward.

OBSERVATION AREA	RECOMMENDATION	POTENTIAL IMPACT	MANAGEMENT RESPONSE	RESPONSIBILITY	PRIORITY	TIMELINE				
						Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Strategic Planning	The City should develop a multi-year strategic business plan to articulate the vision, goals, and performance measures for the City's properties, including hold and exit strategies, with capital plan considerations. The approach, activities, and performance measures can be incorporated into the City's greater strategic business plan and also serve as a roadmap to guide decision-making and space allocation.	Inefficient space allocation, missed opportunities for capital improvements, and an inability to effectively respond to changing community needs.	Staff to develop a strategic business plan that supports the City's overall strategic plan. Key Departments involved are identified as: Public Works, Community & Economic Development, Parks, Rec. & Neighborhood, Utilities, & Legal Counsel.	Deputy City Manager: Scotty Douglass	HIGH					
Roles and Responsibilities	The City should develop role and responsibility documentation, such as a Responsible, Accountable, Consulted, and Informed (RACI) matrix, authorization matrix, or organizational chart to demonstrate how various stakeholder groups are meant to work together, and ensure that individuals in positions of leadership have appropriate authority thresholds to accomplish their work.	Overlapping responsibilities, inefficiencies, and delays in decision-making that could hinder effective project execution and overall governance.	Staff to develop a RACI matrix that will be incorporated into the strategic business plan. Although the DCM is listed as primary responsible, key department officials will be assigned and designated as the secondary primary responsible to ensure that all work tasks related to the strategic business plan are in motion.	Deputy City Manager: Scotty Douglass	HIGH					
Policies and Procedures	The City should evaluate all current policies, procedures, and processes for existence, appropriateness, and alignment with current practices. At a minimum, the policies and procedures should include the following items: <ul style="list-style-type: none"> Defined roles and responsibilities for City employees and third-party support Defined monetary and approval thresholds for all real estate transactions Required real estate reporting to key stakeholders Defined KPIs and metrics with methodologies Facility service request system and key roles Financial and operation policies and procedures Transaction evaluation guidelines Once policies and procedures are updated and in alignment with current practices, they should be made available in a centralized location, such as an intranet, for employees to easily reference.	Perpetuation of outdated or ineffective guidelines that could lead to operational inefficiencies, compliance issues, and a lack of accountability in governance.	Staff to develop and update policies, procedures and process as needed. Staff will include a work plan and road map in the strategic business plan to address policies & procedures.	Deputy City Manager: Scotty Douglass	HIGH					
City Asset Listing	As part of this assessment, we collected all known asset lists and combined them to create a comprehensive list (delivered separately 18, 2024). We recommend that the City cross-reference its internal data to ensure that the list is accurate and up-to-date. This will enable the City to make informed decisions, track its assets, link it to GIS and ESRI programs, and plan for the future.	Challenges in making informed decisions, tracking assets effectively,	Staff has completed an assessment of the City's overall property list and determined a list of Surplus Properties that	Deputy City Manager: Scotty Douglass	HIGH					



OBSERVATION AREA	RECOMMENDATION	POTENTIAL IMPACT	MANAGEMENT RESPONSE	RESPONSIBILITY	PRIORITY	TIMELINE				
						Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
	Additionally, we recommend that the City develop a policy and procedure for maintaining the list moving forward to ensure that it remains accurate and up-to-date.	and planning for future needs.	Council and Re-development Successor Agency have declared as surplus. Staff is now taking the next steps to process 29 properties through the SLA & to determine the best course of action(s) for each property. A process matrix will be established and incorporated into relevant policies and procedures as appropriate.							
Communication Plan	<p>The City should consider establishing a reoccurring meeting for key property stakeholders to review and discuss key real estate information such as:</p> <ul style="list-style-type: none"> Market changes, including current supply and demand as well as upcoming availability Standard operations, including any current facility concerns, building services, amenity services, and current facility uses and needs Upcoming facility needs, transactions, moves, and facility service requests Capital project updates Utilization updates Financial updates, including full review of the month-end results, year-end forecast and any changes, potential issues that may change the year-end forecast that aren't already built into the forecast, and significant financial variances 	Inability to effectively respond to market changes and facility needs.	The City has established newly formed work group to support the review and discussion of key real estate information. A communication plan will be included in the strategic business plan.	Deputy City Manager: Scotty Douglass	HIGH					
Strategic Market Competitive Assessments and Benchmarking	As a best practice, the City should regularly perform competitive market assessments and benchmarking on both owned and local properties. This will allow the City to monitor the strength of its portfolio and keep apprised of opportunities in the market.	Failure to identify potential opportunities and threats in the market.	Staff will determine best approach in utilizing internal resources available to determine potential support needed by potential consultants.	Deputy City Manager: Scotty Douglass	HIGH					
Annual Budget and Monthly Reporting Process	<p>The City should consider developing an annual budget and monthly reporting process, in alignment with the strategic plan, for an overarching real estate program. At a minimum, reporting to key stakeholders should include the following:</p> <ul style="list-style-type: none"> Property abstracts with essential property information such as name, address, primary contacts, total square footage, maintenance costs, expenditures, amenities, available seating, average utilization, groups assigned to the property, and current pending work for the property. Annual operating budgets and capital expenditure budgets per property. Monthly, quarterly, and/or annual financial proformas with KPIs and variance analysis against prior year budgets. 	Lack of financial oversight and accountability.	The strategic business plan will include work tasks associated with developing an operating budget and making recommendations to the City Manager for future years.	Deputy City Manager: Scotty Douglass	MODERATE					
SWOT Analysis	To supplement the recently completed Facility Condition Assessment and master asset list, a SWOT analysis for all City properties should be completed. The policies and procedures should identify who prepares and reviews this information to help guide strategy on reaching utilization goals versus plan, as well as opportunities for determining if the properties are in alignment with City goals.	Lack of critical insights resulting in misaligned strategies with City objectives.	This work step will be included in the strategic business plan and captured in policy and procedure. Staff will work with public works to expand condition assessment and analysis of City Properties.	Deputy City Manager: Scotty Douglass	LOW					



OBSERVATION AREA	RECOMMENDATION	POTENTIAL IMPACT	MANAGEMENT RESPONSE	RESPONSIBILITY	PRIORITY	TIMELINE				
						Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Staffing	The City should identify an internal individual to serve as a liaison between various City departments, the City Manager's office, and the third-party real estate vendors. This person would be responsible for the ongoing reporting outlined in Observation No. 7 .	Siloing that can lead to missed opportunities for collaboration and effective project execution.	As part of the SWOT analysis, staff will provide a recommendation to the City Manager in coordination with human resources and the budget division.	Deputy City Manager: Scotty Douglass	LOW					



II. OBSERVATIONS AND RECOMMENDATIONS

Based on the input gathered from interviews and document review, as well as comparisons to best practices, we prepared a comprehensive set of observations and recommendations below.

A. PLANNING AND STRATEGY

Strategic Planning

1.	Observation	The City currently lacks a multi-year strategic business plan to articulate the vision, goals, and performance measures for the City's properties, including hold and exit strategies, with capital plan considerations. A comprehensive multi-year strategic or business plan is needed to define priorities, drive budgets and annual workplans, and guide ongoing real estate management activities for the City's real estate program.
	Recommendation	The City should develop a multi-year strategic business plan to articulate the vision, goals, and performance measures for the City's properties, including hold and exit strategies, with capital plan considerations. The approach, activities, and performance measures can be incorporated into the City's greater strategic business plan and also serve as a roadmap to guide decision-making and space allocation.

Current Conditions

The City currently lacks a multi-year strategic business plan to articulate the vision, goals, and performance measures for the City's properties, including hold and exit strategies, with capital plan considerations. A comprehensive multi-year strategic or business plan is needed to define priorities, drive budgets and annual workplans, and guide ongoing real estate management activities for the City's real estate program. In this type of environment, City leadership is operating at more of a tactical, operational level, rather than at a strategic level.

The City has not established strategic KPIs, and performance information is not collected or reported in conjunction with budget monitoring and portfolio management.

Without clear goals, it is difficult for the City to track, monitor, and report on progress against strategic goals. Interviewees reported that long-term portfolio planning and KPI tracking is unavailable, and there is a lack of understanding on whether its current portfolio fits into the City's objectives and goals, as there isn't a clear path forward with defined targets.

Additionally, the City is not proactively assessing space usage. The City should define utilization calculation and targets for its portfolio. This calculation framework should be honest reflections of desired outputs or outcomes. As a component of defining the calculation, the City should include a specific utilization target to be achieved within a defined timeframe and performance measures, such as how this information will be used.



Recommendations

The City should develop a multi-year strategic business plan to articulate the vision, goals, and performance measures for the City's properties, including hold and exit strategies, with capital plan considerations. The approach, activities, and performance measures can be incorporated into the City's greater strategic business plan and also serve as a roadmap to guide decision-making and space allocation. This plan should, at minimum, include information related to:

- Vision for the City
- Market analysis and competitive assessments
- Financial planning and upcoming/ongoing projects
- Operational goals, objectives, and action items
- Facility condition assessments, including technology assessments
- Operational KPIs to increase transparency, improve communications, and assist leadership in identifying areas for improvement. Recommended indicators to begin tracking and sharing with both internal and external stakeholders may include:
 - Space occupancy rates (e.g., building, floor, meeting rooms, and desks)
 - Capital project cash flow
 - Change orders
 - City operating budget and cost control (e.g., HVAC, energy, preventative maintenance, and reactive maintenance)
 - Planned vs. reactive maintenance (e.g., preventative maintenance as a percentage of total work)
 - Operating expense ratio
 - Service request fulfillment times
 - Department satisfaction scores (e.g., workspace comfort, safety and security, etc.)
 - Department level growth
 - Planned work backlog

KPIs provide a detailed and transparent view of metrics directly aligned with the City's focus areas on the strategic plan and will help inform future capital improvements. Staff will be able to track progress towards clearly-defined and benchmarked goals and help identify areas of improvement across the entire organization.

Based on research, different cities approach strategic planning for real estate portfolio management in various ways. The [City of Fresno](#) adopted the Asset Management Act, which aims to manage city assets using a select real estate brokerage firm while still managing assets for specific use cases. The Asset Management Act's purpose is to utilize taxpayer funds, reduce operating costs, generate revenue, and improve city services and public-private partnerships. The [City of Stockton](#) has a Long-Range Property Management Plan that focuses on assets to be developed, redeveloped, or sold, as well as a surplus property listing table. The city also manages brownfields redevelopment plans and has several mapping and database tools that promote both city-owned and private properties. The [City of Merced](#) has a detailed analysis of land owned by the city, further grouped by residential, commercial, industrial, community, and other with goals for land usage based on land groupings. The city also has a [surplus land list](#) managed by the Office of Economic Development. Overall, cities centralize management of real estate assets and delegate control of assets to one city department,



include real estate plans within detailed city plans, and encourage public-private partnerships to manage city-owned real estate whether internally or outsourced.

Roles and Responsibilities

2.	Observation	The City has not developed a real estate organizational chart, including business administration, facilities planning, strategic projects, project delivery, compliance, and real estate development and management departments with defined roles, responsibilities, an authority matrix, reporting lines, and oversight. An organizational chart should include consideration of key third-party fulfilling roles within real estate functions (e.g., key leasing agents). Without further clarity, property leadership, accountability, and authority can be unclear.
	Recommendation	The City should develop role and responsibility documentation, such as a Responsible, Accountable, Consulted, and Informed (RACI) matrix, authorization matrix, or organizational chart to demonstrate how various stakeholder groups are meant to work together, and ensure that individuals in positions of leadership have appropriate authority thresholds to accomplish their work.

Current Conditions

The City has not developed a real estate organizational chart including business administration, facilities planning, strategic projects, project delivery, compliance, and real estate development and management departments with defined roles, responsibilities, an authority matrix, reporting lines, and oversight. In certain circumstances, interviewees reported a lack of clarity around responsibilities and decision-making authority. Organizational charts should include consideration of key third-party fulfilling roles within real estate functions (e.g., brokerage firms). As a result, the team relies on peer mentorship and word-of-mouth to communicate roles, responsibilities, and expectations, which can lead to inconsistent practices and expectations. Without further clarity or documentation, property leadership, accountability, and authority can be unclear.

Recommendations

The City should develop an organizational chart with RACI matrix identifying the individuals or departments that need to be involved or notified of project milestones, activities, or timelines that are part of feasibility, schematic and conceptual design, design development, construction documentation, bidding and permitting, or closeout. Typical groups to consider include:

- Finance
- Facilities
- Strategy
- Project Delivery
- Compliance
- Real Estate Development



- Real Estate Services
- Departmental Asset Custodians

To create a RACI chart, the City should list all of a project’s tasks down the left column and stakeholders across the top row. For each task, enter R, A, C, or I to assign a level of involvement for each stakeholder in each task, as further defined below:

- **Responsible:** This team member does the work to complete the task. Every task needs at least one responsible party, but it’s possible to assign more.
- **Accountable:** This person delegates work and is the last one to review the task or deliverable before it’s deemed complete. On some tasks, the responsible party may also serve as the accountable one. Only one accountable person is typically assigned to each task or deliverable.
- **Consulted:** Every deliverable is strengthened by review and consultation from more than one team member. Consulted parties typically provide input based on either how a deliverable will impact their future project work or their domain of expertise on the deliverable itself.
- **Informed:** These team members simply need to be kept in the loop on a project’s progress, rather than roped into the details of every deliverable.

Other recommendations for creating an effective RACI chart include the following:

- Color coding tasks can be useful to quickly see whether any team member is responsible for too many tasks within a project, and to make sure each task has assigned at least one responsible and one accountable party.
- Breaking the chart down by project phases also lets you see how many tasks anyone is responsible for within a certain timeframe, which can help distribute work evenly.

The [American Institute of Architects](#) provides a sample responsibility matrix that can provide content for a future RACI chart for the City.

Strategic Market Competitive Assessments and Benchmarking

3.	Observation	The City does not perform strategic market competitive assessments or benchmarking for its properties.
	Recommendation	As a best practice, the City should regularly perform competitive market assessments and benchmarking on both owned and local properties. This will allow the City to monitor the strength of its portfolio and keep apprised of opportunities in the market.

Current Conditions

The City does not perform strategic market competitive assessments or benchmarking for its properties. Performing such assessments on a regular basis will allow the City to proactively plan and adapt space needs to changing market conditions, as well as ensure competitiveness in alignment with profitability goals and objectives.

Performing market assessments and competitive benchmarking is important because it will allow the City to stay informed about current market conditions and trends. By conducting market assessments,



the City can determine the demand for their properties and adjust their pricing and marketing strategies accordingly. They can also identify any potential risks or challenges that may impact the value of their property.

Competitive benchmarking, on the other hand, will allow the City to compare their property to similar properties in the market. This can help them identify areas where they can improve their property to make it more competitive and attractive to potential buyers should they seek to sell. It can also help them determine the appropriate bidding amount should they seek to buy new property.

Overall, performing market assessments and competitive benchmarking are critical components of a strong real estate strategy and will allow the City to make informed decisions about their portfolio.

Recommendations

The City should implement regular reviews of competitive assessments (e.g., semi or annual) and benchmarking for all existing and potential real estate purchases. The City should also regularly receive market trend reports from its third-party real estate vendors since they help support the City with real estate transactions and likely have direct access to market data in real time. These assessments and market updates should be documented in a policy and address roles and responsibilities in the preparation of the assessments and benchmarking, frequency of reviews, and key stakeholders that should be presented the results. This will allow the City to stay ahead of changing market conditions, patterns, and trends that might affect the competitiveness of various properties. Regularly updating assessments would help the City remain agile in response to market changes. Additionally, by routinely identifying areas for improvement, the City can improve on allocating resources more effectively, ensuring that properties are utilized to their best potential.

For reference, a standard competitive market assessment would be conducted as follows:

- **Step 1:** Gather your list of comparable or target assets. Collect the same basic descriptive information for each, such as:
 - Size
 - Address
 - Age
- **Step 2:** List out the criteria important for your analysis. Your criteria may include:
 - Location
 - Amenities
 - Current Use

Be sure to include any important notes, such as proximity to public transport or potential tenants in common, if leasing.

- **Step 3:** Compare where your property is in relation to your targets per criteria. Is your target's location better than, equal to, or worse than your own?
- **Step 4:** Score your assessment of each criterion. Better than = 1 point, equal to = 0, and worse than = -1. Based on the number of total points per target, rank the buildings in order of highest score to lowest score.
- **Step 5:** Based on your ranking, work to identify those areas of improvement compared to your long-term real estate strategic plan.



Staffing

4.	Observation	The City lacks a dedicated individual to serve as a liaison between the various City departments, the City Manager's office, and third-party real estate vendors.
	Recommendation	The City should identify an internal individual to serve as a liaison between various City departments, the City Manager's office, and the third-party real estate vendors. This person would be responsible for the ongoing reporting outlined in Observation No. 7 .

Current Conditions

The City lacks a dedicated individual to serve as a liaison between the various City departments, the City Manager's office, and third-party real estate vendors. While the City used to have a dedicated real estate manager, the position was never filled after the previous manager left. A lack of management designated to oversee the real estate process can lead to the following:

- **Inefficient Utilization of Assets:** Without a dedicated manager, there is no comprehensive oversight of the City's real estate portfolio, leading to underutilization or mismanagement of properties.
- **Inconsistent Maintenance and Upkeep:** Properties may not receive timely maintenance and upkeep, resulting in increased repair costs and potential safety hazards.
- **Inadequate Recordkeeping:** Real estate records may not be consistently updated or accurately maintained, leading to challenges in asset tracking and decision-making.

Recommendations

The City should identify an existing internal individual or hire someone to serve as a liaison between various City departments, the City Manager's Office, and third-party real estate vendors. A dedicated manager will provide the necessary oversight to optimize asset utilization, reduce cost through proactive maintenance, and ensure real estate transactions are in alignment with City goals. Ideally, this person would also serve as the Subject Matter Expert when it comes to the recently passed Surplus Land Act and how to navigate the sale or lease of the identified "surplus land." Roles and responsibilities for this position should be included within the organization chart and RACI matrix (see [Recommendation No. 2](#) for further information).

This is in line with other cities that have a designated internal person who oversees real estate. The [City of Bakersfield](#) has a Real Property Supervisor appointed within the Finance Department who handles real property. The [City of Stockton](#) has real estate managed by the Economic Development Department, with help from the Finance Department. Having a designated internal person who oversees real estate can help cities manage their assets more efficiently and effectively, provide objective analysis and recommendations, improve communications between teams with regards to real estate, and ensure that the City's real estate portfolio is aligned with its overall goals and objectives.



B. PROCESSES

SWOT Analysis

5.	Observation	The City has not conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis for properties currently owned to help guide real estate expansion or consolidation strategies.
	Recommendation	To supplement the recently completed Facility Condition Assessment and master asset list, a SWOT analysis for all City properties should be completed. The policies and procedures should identify who prepares and reviews this information to help guide strategy on reaching utilization goals versus plan, as well as opportunities for determining if the properties are in alignment with City goals.

Current Conditions

The City recently completed a Facility Condition Assessment and master asset list; however, the City does not appear to conduct a SWOT analysis for properties currently owned and leased. As a result, the City lacks a framework to evaluate the current status of these properties in terms of their strategy value and operational efficiency. This results in the following risks:

- The City may miss opportunities to optimize the utilization of properties, resulting in underutilized space and potentially unnecessary expenses.
- In the absence of a comprehensive assessment, the City may allocate resources inefficiently, failing to address weaknesses and threats that could be mitigated.
- Without a SWOT analysis, the City may lack essential information for decision-making related to lease consolidation, termination, subleasing, or assignment, which could impact the achievement of its strategic goals.

Recommendations

The City should implement formal policies and procedures for conducting regular SWOT analyses for all its owned and leased properties to enhance strategic decision-making and operational efficiency. The policies and procedures should, at minimum, contain the following information:

- Objectives and scope
- Data collection and sources (e.g., market trends, competitive analysis, and emerging risks)
- Methodology and KPIs (e.g., location, condition, occupancy rates, and cost efficiency)
- Decision-making framework outlining how the results will be used to inform strategic decisions, lease negotiations, resource allocation, and property management strategies
- Responsible parties (e.g. the internal liaison per Recommendation 4 and Public Works for example)

Implementing these policies and procedures will provide the City with a structured and systematic approach to conducting SWOT analyses for its properties, ultimately enhancing its ability to make informed decisions and optimize operational efficiency.



For reference, the basic structure of a SWOT analysis should include:

- **Step 1:** List as many findings for each of the four SWOT categories as possible. Questions you may consider while making this list include:
 - *Strengths:* What do you do well? What do your peers see as your strengths? What makes your strongest asset the strongest, and can other assets be brought to the same level?
 - *Weaknesses:* What could you improve? Where do you have fewer resources than others? Are you lacking in knowledge?
 - *Opportunities:* What trends can you take advantage of? Can your strengths be converted to opportunities?
 - *Threats:* What obstacles do you face? What are the negative aspects in the current market?
- **Step 2:** Review and prioritize the top 10 findings from your lists, with one being the highest priority and 10 the lowest.
- **Step 3:** Analyze the top 3–5 findings from your list to identify next steps and assign a responsible party.

Annual Budget and Monthly Reporting Process

6.	Observation	The City lacks a regularly scheduled reporting process (e.g., monthly, quarterly, and annually) for key stakeholders to evaluate the health of City real estate property inventory and make informed decisions.
	Recommendation	<p>The City should consider developing an annual budget and monthly reporting process, in alignment with the strategic plan, for an overarching real estate program. At a minimum, reporting to key stakeholders should include the following:</p> <ul style="list-style-type: none"> • Property abstracts with essential property information such as name, address, primary contacts, total square footage, maintenance costs, expenditures, amenities, available seating, average utilization, groups assigned to the property, and current pending work for the property. • Annual operating budgets and capital expenditure budgets per property. • Monthly, quarterly, and/or annual financial proformas with KPIs and variance analysis against prior year budgets.

Current Conditions

Departments are responsible for developing their own real estate budgets and reporting processes. As a result, the City lacks a regular reporting process (e.g., monthly, quarterly, and annually) for key stakeholders to evaluate the health of City real estate and make informed decisions. Interviewees reported that they have limited visibility in the budget process and feel they could benefit from greater access to tracking, monitoring, and reporting on budget performance.

Ideally, performance reporting would address progress toward strategic goals and objectives, link to real estate activities, and be reported on a quarterly basis to leadership, at minimum. Overall, performance measures should evaluate outcomes, where possible, and outputs where other information is not available. This provides a transparent mechanism for stakeholders to understand the City’s goals, strategies, resourcing decisions, and progress.



Recommendations

The City should conduct regular reviews of budget-to-actual information to ensure financial and operational plans that were approved in the budget are being implemented and progressing accordingly. These outcomes should be aligned with the City's strategic plan, and include financial proformas with KPIs and variance analysis against prior year budgets. Regular reviews of budget-to-actual information ensure financial and operational plans that were approved by the City are being implemented and progressing accordingly. Regular monitoring of budgetary performance provides an early warning of potential problems, and gives decision-makers time to consider actions in response to major deviations.

This reporting process should be documented in a policy or equivalent formalized procedural document. The budget monitoring policy should define roles and responsibilities and assign ownership to budget monitoring. The City should strive to automate monthly budget reporting to reduce manual processes and increase efficiency. The budget-to-actual report should include sufficient detail to provide leadership with the overall budget-to-actual information for the property, including the following:

- Capital expenditures
- Repair costs
- Maintenance costs
- Percentage of spending

Communication Plan

7. Observation	The City lacks a formalized communication plan aligned with the RACI framework (see Observation No. 2) for key internal stakeholders and/or committees with regular status updates and established agendas with key information.
Recommendation	The City should consider establishing a reoccurring meeting for key property stakeholders to review and discuss key real estate information.

Current Conditions

The City lacks a formalized communication plan aligned with the RACI framework (see [Observation No. 2](#)) for key internal stakeholders and committees with regular status updates and established agendas with key information. This deficiency in structured communication can lead to several associated risks and impacts, including:

- **Misalignment and Decision-Making Delays:** Without a clear communication plan, key stakeholders may lack timely access to critical information.
- **Inefficient Resource Allocation:** The absence of regular updates and established agendas may lead to inefficient allocation of resources, as stakeholders may not have a comprehensive understanding of the City's real estate needs and challenges.



- **Missed Market Challenges:** Failure to communicate market changes and upcoming availability of properties can lead to missed opportunities to capitalize on favorable market conditions or adapt to shifting demand.
- **Operational Challenges:** Lease issues, building services, and amenity services may not be promptly addressed, potentially resulting in operational inefficiencies and tenant dissatisfaction.
- **Limited Financial Oversight:** A lack of financial updates and clear communication channels may hinder financial oversight, making it difficult to identify and address significant financial variances or anticipate changes to year-end forecasts.

Currently, no one has been tasked with pulling this information together on an ongoing basis.

Recommendations

The City should consider establishing a reoccurring meeting framework for key property stakeholders to review and discuss key real estate information, such as:

- Market changes, including current supply and demand as well as upcoming availability
- Standard operations, including any current facility concerns, uses, and needs
- Upcoming transactions, moves, and overdue facility service requests
- Capital project updates
- Utilization updates
- KPI updates
- Financial updates, including full review of the month-end results, year-end forecast and any changes, potential issues that may change the year-end forecast that aren't already built into the forecast, and significant financial variances
- Property abstracts with essential information, such as name, address, primary contacts, total square footage, amenities and repairs costs

By implementing a formal communication plan, including designating someone to update this reporting on an ongoing basis (such as the real estate manager suggested in [Observation No.4](#)), the City can establish a structured plan that enhances decision-making, optimizes resource allocation, and ensures that key property stakeholders are well-informed and aligned with the City's real estate goals.

Policies and Procedures

8. Observation

The City does not have formalized real estate financial and operation policies and procedures. Based on feedback provided during interviews, this has created challenges with communication, reporting, consistency, and customer service.



Recommendation

The City should evaluate all current policies, procedures, and processes for existence, appropriateness, and alignment with current practices. At a minimum, the policies and procedures should include the following items:

- Defined roles and responsibilities for City employees and third-party support
- Defined monetary and approval thresholds for all real estate transactions
- Required real estate reporting to key stakeholders
- Defined KPIs and metrics with methodologies
- Facility service request system and key roles
- Financial and operation policies and procedures
- Transaction evaluation guidelines

Once policies and procedures are updated and in alignment with current practices, they should be made available in a centralized location, such as an intranet, for employees to easily reference.

Current Conditions

The City has limited policies and procedures to promote consistency and transparency of real estate procedures. Policies and procedures help employees understand expectations and perform processes consistently across locations and time. Additionally, policies and procedures support operational continuity when employees leave the organization. Without well-documented, current, and accessible policies and procedures, employees may inadvertently complete tasks incorrectly and in a way that violates the City's expectations for service or prudent financial and project management. Well-developed policies and procedures reduce the City's operating risk and increase employee accountability.

In general, knowledge about processes is held by specific individuals and verbally communicated to incoming staff members rather than being documented. Specifically, interviewees noted that roles and responsibilities across departments and with vendors are unclear. For example, interviewees are unsure who decided to contract with the outside real estate firms or if the services are needed. Interviewees also didn't understand when to contact these firms.

While the City has operational policies and procedures around accounting for lease agreements (GASB 87), insurance, and real property acquisitions, these are not consolidated into a central resource for key stakeholders to easily refer to. As a result, while current policies and procedures can serve as a starting point in consolidating and updating policies and procedures, they currently contain gaps.

Limited clarity and documentation of policies and procedures present significant challenges related to:

- **Accountability:** Policies and procedures facilitate accountability for staff.
- **Customer Service:** Limited policy and procedure documentation can result in communication and customer service issues due to a lack of clearly-defined service standards or standard operating procedures that adversely impact the customer.



- **Efficiency:** When processes are unclear or inconsistent it can, among other things, reduce staff efficiency and cause extra work for staff. It is also difficult to optimize processes that are not documented, as there is no standard baseline procedure to improve upon.
- **Knowledge Transfer:** When knowledge is primarily oral, it can be difficult for new staff to efficiently learn operational processes and procedures. Likewise, when long-tenured staff leave the organization, there are increased risks of losing institutional knowledge.
- **Roles and Responsibilities:** A lack of clarity around responsibilities and decision-making authority can impact employee morale and team relations. It is especially important that all teams understand the specific tasks this role will be fulfilling to avoid duplicate work and confusion.
- **Risks:** A lack of standardized processes can create issues related to compliance and risk management, such as required equipment reviews and repairs, if sensitive processes are not handled consistently.

Recommendations

The City should evaluate all current policies, procedures, and processes for existence, appropriateness, and alignment with current practices. At minimum, the policies and procedures should include the following items:

- Defined roles and responsibilities for City employees and third-party support
- Defined monetary and approval thresholds for all real estate transactions
- Required real estate reporting to key stakeholders
- Defined KPIs and metrics with methodologies
- Facility service request system and key roles
- Financial and operation policies and procedures
- Transaction evaluation guidelines

Once policies and procedures are updated and in alignment with current practices, they should be made available in a centralized location, such as an intranet, for employees to easily reference. As policies and procedures often live in many dispersed places, the City will need to develop an organized, easy-to-navigate repository.

Training should be provided, and personnel should be held accountable for implementing updated policies. The City should also consider how procedures are communicated during new employee onboarding. As procedures evolve over time, training should be revised and redelivered to ensure consistency across functions and locations.



City Asset Listing

9.	Observation	The City lacks an asset list that is complete and accurate.
	Recommendation	As part of this assessment, we collected all known asset lists and combined them to create a comprehensive list (delivered separately July 18, 2024). We recommend that the City cross-reference its internal data to ensure that the list is accurate and up-to-date. This will enable the City to make informed decisions, track its assets, link it to GIS and ESRI programs, and plan for the future. Additionally, we recommend that the City develop a policy and procedure for maintaining the list moving forward to ensure that it remains accurate and up-to-date.

Current Conditions

The City provided our team with three asset lists, one from the City Manager's Office: one from the Finance Department and one from the City's property insurance policy. However, each list had different fields, conflicting information, or was missing information throughout. We reviewed each list thoroughly and compiled the most complete and concise dataset possible. We grouped together like addresses to ensure that the data was easy to understand and analyze. This detailed list was delivered via Excel to the City on July 18, 2024.

Recommendations

The City should work to determine what gaps exist in the detailed list and then source the necessary information. This may require an in-field visit for final verification. Fields to consider including in their final asset list based on best practice research are:

- Property Address
- Property Type (e.g., residential, commercial, industrial, etc.)
- Property Size (square footage or acreage)
- Property Value
- Date Acquired
- Zoning
- Condition of Property
- Maintenance History
- Current Use (i.e., assigned Department)
- Planned Use (if any)
- Revenue Generated (if any)
- Expenses Incurred (e.g., maintenance, repairs, etc.)
- Lease/Rental Information (if applicable)
- Notes/Comments

These fields can be customized based on the City's specific needs and requirements.



Once validated (as discussed with the City), the asset listing can be imported into a GIS/ESRI system, which can promote effective asset management. GIS/ESRI systems use spatial data to create maps and analyze geographic information, which can be used to visualize the location and distribution of assets. By importing the asset listing into a GIS/ESRI system, the City can create a visual representation of its assets and analyze the data in a spatial context. This can help the City identify patterns, trends, and relationships between assets that may not be immediately apparent from a simple list. For example, the City can use the GIS/ESRI system to identify clusters of assets in certain areas, which may indicate opportunities for redevelopment or consolidation. Additionally, the GIS/ESRI system can be used to track the condition and maintenance history of assets, which can help the City prioritize repairs and maintenance. Overall, importing an asset listing into a GIS/ESRI system can provide the City with a powerful tool for effective asset management and decision-making.

Lastly, it is critical for the City to have a policy and procedure for updating the list moving forward. This will ensure that the asset list remains accurate and up-to-date, which is essential for effective asset management. The policy and procedure should outline the frequency of updates, who is responsible for updating the list (such as the dedicated individual recommended in [Observation 4](#)), and the process for verifying the accuracy of the information. The City should also establish a system for tracking changes to the asset list and ensuring that all relevant departments are notified of any updates. By implementing a policy and procedure for updating the asset list, the City can ensure that it has a reliable and accurate source of information for decision-making, tracking, and planning purposes.

APPENDIX A: PEER CITY REAL ESTATE BENCHMARKING

Per the City’s request, we specifically researched how the cities of Stockton, Merced, Bakersfield, and Fresno manage their real estate portfolios. A comparison of various elements has been included below as reference.

CITY ELEMENTS	PEER CITIES				
	Fresno	Stockton	Bakersfield	Merced	Modesto
Population (2022)	545,567	321,819	410,647	91,563	218,069
City Size (Sq Miles)	112.3	62.1	143.6	23.32	37.09
Total City Budget (2024)	\$1,870,000,000	\$935,400,000	\$814,000,000	\$407,500,000	\$715,000,000
Targeted Strategies for Real Estate included in Strategic City Plan	Yes	Yes	Yes	Yes	No
Department Supervising Real Estate	Capital Projects Department	Economic Development Department	Economic Development Department/Finance	Economic Development Department	N/A
Department Managing Real Estate Data	Information Services Department	Information Technology Department	Technology Service Department	Information Technology Department	N/A
Surplus Land Listing	Yes	Yes	Yes	Yes	No
Private-Public Partnerships	Yes	Yes	Yes	Yes	Yes
Occupancy Rates	Tracked as part of its real estate management practices and used to monitor the performance of its real estate assets	Occupancy Rates used to assess the performance of city owned properties and manage real estate assets effectively	Monitored for its real estate assets and used to evaluate the performance and utilization of city properties and facilities	Not frequently published but may be used internally to manage properties and facilities	Not frequently published but may be used internally to manage properties and facilities

CITY ELEMENTS	PEER CITIES				
	Fresno	Stockton	Bakersfield	Merced	Modesto
Real Estate Market Analysis	Opportunities: Affordability, demand fueled by population growth, economic diversification, huge emphasis on new developments	Opportunities: highly affordable relative to neighboring high cost cities such as SF and San Jose, rental demand fueled by fast population growth, new development in infrastructure	Opportunities: Affordability, demand fueled by population growth, economic diversification, huge emphasis on new developments	Opportunities: Steady growth in both residential and commercial sectors, affordable, rental demand, institutional growth	Opportunities: Steady growth in both residential and commercial sectors, driven by strong demand, population growth, and economic stability
	Challenges: market volatility, inventory constraints, regulatory hurdles, economic dependence on sectors vulnerable to economic shifts	Challenges: market volatility, inventory constraints, regulatory hurdles, economic dependence on sectors vulnerable to economic shifts	Challenges: market volatility, inventory constraints, regulatory hurdles, economic dependence on sectors vulnerable to economic shifts	Challenges: market volatility, inventory levels, strict regulatory and development constraints	Challenges: market volatility, Affordability and Inventory Shortages
Public Real Estate Database	Yes	Yes	Yes	Yes	No
Dedicated Personnel for Real Estate Portfolio Management	Real Estate Services Division within the Public Works Department that oversees real estate functions	Real Estate Division that manages city-owned properties and transactions	Real Estate Services Division responsible for managing city properties and real estate transactions	No dedicated real estate position, management is often handled by broader city departments	No department or position focused solely on real estate management
Internal vs. External Management	Managed internally by the Real Estate Services Division, providing direct	Real estate functions are handled by the city's Real Estate Division, managing	Real estate management is conducted internally by the Real Estate Services Division,	Merced relies on external firms and consultants for real estate management and	Real estate management is primarily handled through contracts

CITY ELEMENTS	PEER CITIES				
	Fresno	Stockton	Bakersfield	Merced	Modesto
	oversight and management.	properties and transactions in-house.	overseeing property management and transactions.	advisory services.	with private firms and consultants.
Real Estate Policies	Fresno has detailed policies covering acquisition, disposition, and management of real estate assets.	Stockton has well-defined policies and procedures for managing city-owned properties, including acquisition and disposal guidelines.	Bakersfield has extensive policies governing real estate management, including detailed procedures for transactions and property oversight.	Merced has minimal policies related to real estate management, focusing more on general property guidelines.	Modesto has basic policies for real estate, with limited detailed guidelines or procedures for property management.
Data Management System	Fresno uses a robust data management system for tracking and analyzing real estate assets, including GIS technology.	Stockton employs an advanced data management system to track property details, transactions, and performance metrics.	Bakersfield utilizes an advanced data management system with integrated tools for monitoring and managing real estate assets.	Manual or basic digital systems	Manual or basic digital systems
Budget Management	Fresno has a specific budget allocated for real estate activities, allowing for targeted financial planning and oversight.	Stockton allocates a specific budget for real estate functions, enabling better control over financial resources related to property management.	Bakersfield maintains a dedicated budget for real estate activities, providing clear financial management and investment capabilities.	Merced manages real estate expenses through the general city budget, which can limit targeted investment in property management.	Real estate activities are funded through the city's general budget without a separate dedicated budget for real estate.
KPIs/Metrics to Evaluate Real Estate	KPIs employed are used to measure real estate	KPIs used to track and assess real estate	KPIs utilized to monitor real estate management, including	Limited KPIs for real estate with fewer structured	None

CITY ELEMENTS	PEER CITIES				
	Fresno	Stockton	Bakersfield	Merced	Modesto
	performance including metrics on property utilization and financial performance	performance, such as occupancy rates, lease revenues, and asset management efficiency	performance metrics related to property use, maintenance, and financial outcomes	metrics for performance evaluations	

APPENDIX B: SOURCES

The following websites and articles were utilized for the best practice research requested by the City as referenced throughout the report and [Appendix A](#):

- <https://www.fresno.gov/wp-content/uploads/2023/01/AssetManagementAct1.pdf>
- <https://fresnoland.org/2024/05/22/fresno-county-real-estate-portfolio-mismanaged/>
- https://www.fresno.gov/wp-content/uploads/2023/03/upload_temp_Consolidated-GP-10-13-2022_compressed.pdf
- <https://www.fresnocountyca.gov/files/sharedassets/county/v/1/county-administrative-office/economic-development/ceds.pdf>
- https://cms3.revize.com/revize/stockton/Documents/Business/Economic%20Development/Redevelopment%20Successor%20Agency/Long_Range_Property_Management_Plan.pdf
- https://www.stocktonca.gov/business/economic-development/surplus_property.php
- <https://stocktonca.mapgeo.io/datasets/properties?abuttersDistance=100&latlng=37.965931%2C-121.279005&zoom=12>
- [https://cms3.revize.com/revize/stockton/Documents/Business/Economic%20Development/Economic%20Development%20Division/COS_EDSAP_January_2022%20\(1\).pdf](https://cms3.revize.com/revize/stockton/Documents/Business/Economic%20Development/Economic%20Development%20Division/COS_EDSAP_January_2022%20(1).pdf)
- <https://content.civicplus.com/api/assets/319bac29-84be-4383-8d85-dc79f5122da9>
- <https://www.cityofmerced.org/departments/housing-success-agency-surplus-land-properties>
- <https://www.cityofmerced.org/home/showpublisheddocument/4650/637028296379170000>
- <https://www.us.ill.com/en/views/eight-ways-to-boost-state-and-local-government-real-estate-performance>
- <https://www.brookings.edu/articles/how-local-governments-can-put-their-assets-to-work/>
- <https://www.fresno.gov/capitalprojects/who-we-are/>
- https://www.fresno.gov/wp-content/uploads/2024/05/FY-2025-Mayors-Proposed-Budget_1.pdf
- <https://experience.arcgis.com/experience/2b2f1f8322fb426db97ed50fc1693786/>
- <https://www.cityofmerced.org/Home/Components/News/News/1436/>



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