

**Public Works and Utilities Division
REAL ESTATE SERVICES**

STRATEGIC PLAN

June 15, 2007

Mission Statement: To establish an accessible, accurate, and dynamic database of City of Spokane property while continuing to provide timely and efficient property acquisition for the design and construction of public works projects.

Key Customers:

- Spokane Citizens
- Utility Departments (Sewer/Stormwater, Streets, Water)
- Economic Development Division

Definition of Product/Services:

Provide the following services to key customers in the least costly and most efficient manner possible:

1. Real Estate negotiation and acquisition services for all Public Works and Utilities capital infrastructure projects.
2. Real Estate management and maintenance services for all currently owned City of Spokane properties
3. Facilitate continued economic development and infill opportunities by efficiently managing the current City of Spokane Real Estate inventory.
4. Maintain and enhance the City's current database for tracking City property.

Strategic Analysis – Strengths, Weaknesses, Opportunities and Threats (SWOT):

Strengths:

- Experienced, dedicated, and professional staff
- Decisions/responsibility supported at all levels
- Creativity and flexibility in dealing with conflicting needs and desired outcomes.

Weaknesses:

- Lack of electronic access to basic information/data (i.e. Deeds / Title Reports / Historic Real Estate Files)
- Lack of dedicated clerical staff to facilitate modernization of filing and record keeping.
- Lack of project closure (i.e. finalization of ROW dedications, segregations, aggregations)
- Limited cost recovery for billed hours.

Opportunities:

- Increase accuracy and efficiency of data management
- Support development of new technologies in order to streamline deliverables/information (i.e. new Public Works & Utilities Real Estate web page)

- Increased revenue generation through update lease rates.
- Increased cost recovery through timely and accurate hourly billing.

Threats:

- Lack of understanding regarding the difficulty in acquiring real property for capital projects
- Lack of understanding regarding the required process for state and federally funded ROW acquisition projects.
- Failure to follow State/Federal procedures could result in loss of city infrastructure funding and/or delayed project certification.
- Decentralized real estate management for City property.

Key Success Factors (KSF):

- Completing review and update of real estate database
- Implementation of updated, web based, real estate database
- Cradle to grave project management
- Increased revenue generation through real estate property management.
- Increased hourly billing percentages to activities with revenue streams.

Goals and Strategies:

GOAL #1 Implement new web based database (Mayor's Priority for Customer Service) (SWOT – Customer Service)

Strategy

In cooperation with GIS, establish the required information format and integrate the tool into the new Public Works & Utilities web page:

- Refine Real Estate Database
- Establish Web format & toolset
- Troubleshoot the tool
- Go-Live July 1st, 2007

GOAL #2 Establish cradle to grave project management (Mayor's Priority for Customer Service) (SWOT – Weakness/KSF)

Strategy

- Utilizing existing real estate staff to work each acquisition project from initialization to finalization, including the required segregations and dedications.
- In support of this goal, convert historic paper files to electronic files.

GOAL #3 Modernization of real estate file systems (Mayor's Priority for Customer Service) (SWOT – Weakness/KSF)

Strategy

- Convert the historic real estate files to universally viewable electronic files
- Provide electronic copies of all current and future documents.
- Link pertinent files to associated properties via database to allow timely and accurate tracking.