

Toward Lasting Improvement:
A Review of Fresno County Vacant Property and Real Estate Practices



Fresno County Civil Grand Jury 2023-2024





Epigraph

“How much land does the government own? It seems like a basic question that would have a simple answer, but it’s not. Nearly half the states do not have the kind of basic property and asset data that a well-run business or responsible family relies on to manage its finances...However, most state governments that do have some kind of inventory of their real property, which is the land and everything on it, are not productively managing what they own, leading to frequent misuse and underutilization of land and assets.” (Randazzo)

Grand Jury View

Substitute county government for state government and the quotation readily applies to the conditions the Civil Grand Jury has discovered in its inquiry into Fresno County real estate practices.

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Summary

The Fresno County Grand Jury, prompted by a complaint regarding the impact of County owned vacant property on our communities, investigated the real estate holdings and real estate management practices of Fresno County. The investigation revealed numerous errors in the data supplied by the County sufficient to undermine confidence in the County's overall management of its real estate. The Grand Jury identified problems in the County's marginal real estate holdings, as well as a number of larger transactions that were characterized by delays or mis-steps. Strategic planning, a key aspect of successful management, was noted for its absence. The issues the Grand Jury identified are sufficient to lead to the conclusion that the County needs significant reform in its handling and tracking of real estate.

Rationale for the Inquiry

A TikTok video clip was the spark for this investigation. The video, a recruitment effort for Fresno County's Internal Security Services, boasted responsibility for over 500 buildings with 26,000 annual calls for service, and indicated a high need for officers to secure these properties. In the video officers patrol various locations with the most striking being the dark corridors of a large, abandoned building which was surmised to be the University Medical Center Campus (UMC), derelict for nearly two decades.

During the 2022/2023 County Budget discussion, it was noted that the annual security expenditure for UMC and other properties was approximately \$2.5 million. Given the high cost of maintaining the vacant structures, the Grand Jury wondered how many vacant or derelict properties the County owned, and how those properties affected County residents. Were County properties significant factors in blight? The challenges of investigating what appeared to be a straightforward topic proved to be significant, however, and the lack of consistent data ultimately urged a broader scope of exploration, which evolved to a more general review of real estate holdings, practices and management through the focus on vacant properties.

The Grand Jury is required to investigate at least one county officer, department, or function per term, and this effort will meet that obligation by investigating the real

property assets that are owned, leased, or otherwise utilized by the County of Fresno, and largely managed by the Internal Services Department (ISD)

Method of Inquiry

The Grand Jury's judgment regarding Fresno County's real estate management was formed in the context of 15 interviews, reviews of property lists provided by county departments, Board of Supervisors agendas and minutes, internet research and visits to the property locations. We requested property information from the following departments:

- Internal Services Department
- Assessor's Office
- Auditor/Controller's Office
- County Administrative Office
- Sheriff's Department
- Public Works and Planning

Discussion

The spreadsheets reviewed included a management or working list provided by ISD, which has primary responsibility for managing real estate. A list provided by the Assessor's Office identified Assessor's Parcel Numbers (APN) but contained sparse property description. The list of insured properties provided by the County Administrative Office specified only 265 properties with a valuation of \$1.4 billion, but these represented a little over half the properties identified on the ISD list, which raises questions about the valuation. While both the ISD list and the Assessor's list contained 406 entries, the ISD list displayed 39 properties not on the Assessor's list and the Assessor's list 39 properties not on the ISD list. Each list met some specific departmental purpose and yielded useful information, but none provided a comprehensive snapshot of each individual property sufficient for planning and decision-making without a great deal of additional back-checking and time-consuming research.

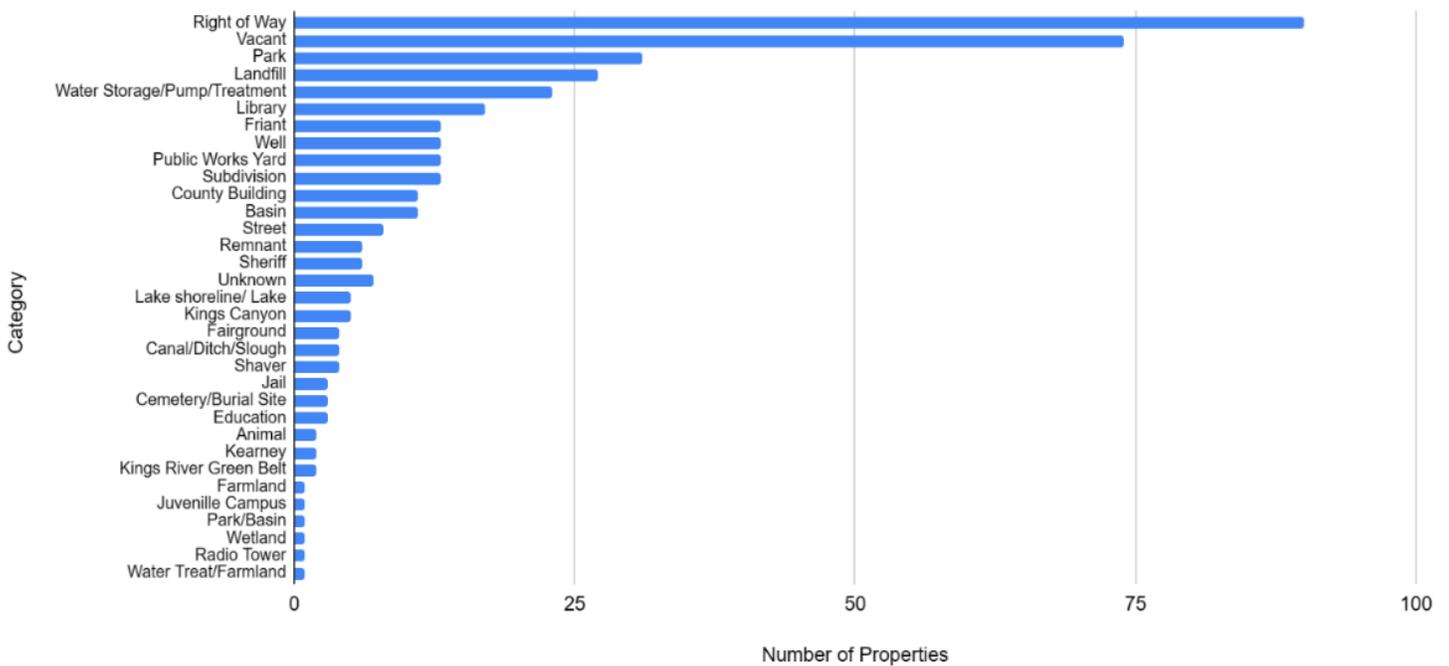
Taken together the lists of real estate provided to the Grand Jury were informal, closely held, and inconsistent. They included outdated data, and raised questions as to

the history of the property and why the property was even in the county’s inventory. The list determined to most closely meet the Grand Jury’s needs was the ISD list because it contained **some** descriptive notations about the properties and identified some properties as vacant.

Overall, County departments were unable to provide accurate, up to date, easily searchable data that included all County holdings, either owned outright or leased, and vacant or not. The Grand Jury concluded such a database does not exist. Property transactions and ownership are memorialized in the Recorder’s Office but are not easily searchable. Public Works has the ability to map the property, but access is by request and not immediately available. The County owns 3,938 acres of land, and of the approximately 406 properties identified as County holdings in the ISD list, more than sixty were questionable due to conflicting or incomplete data. Parcels listed in the Assessor’s report and the ISD property spreadsheet (which was based on an Assessor’s report) did not match the parcel map. The following graph identifies the property categories the Grand Jury used in its analysis:

Fresno County Property Categories

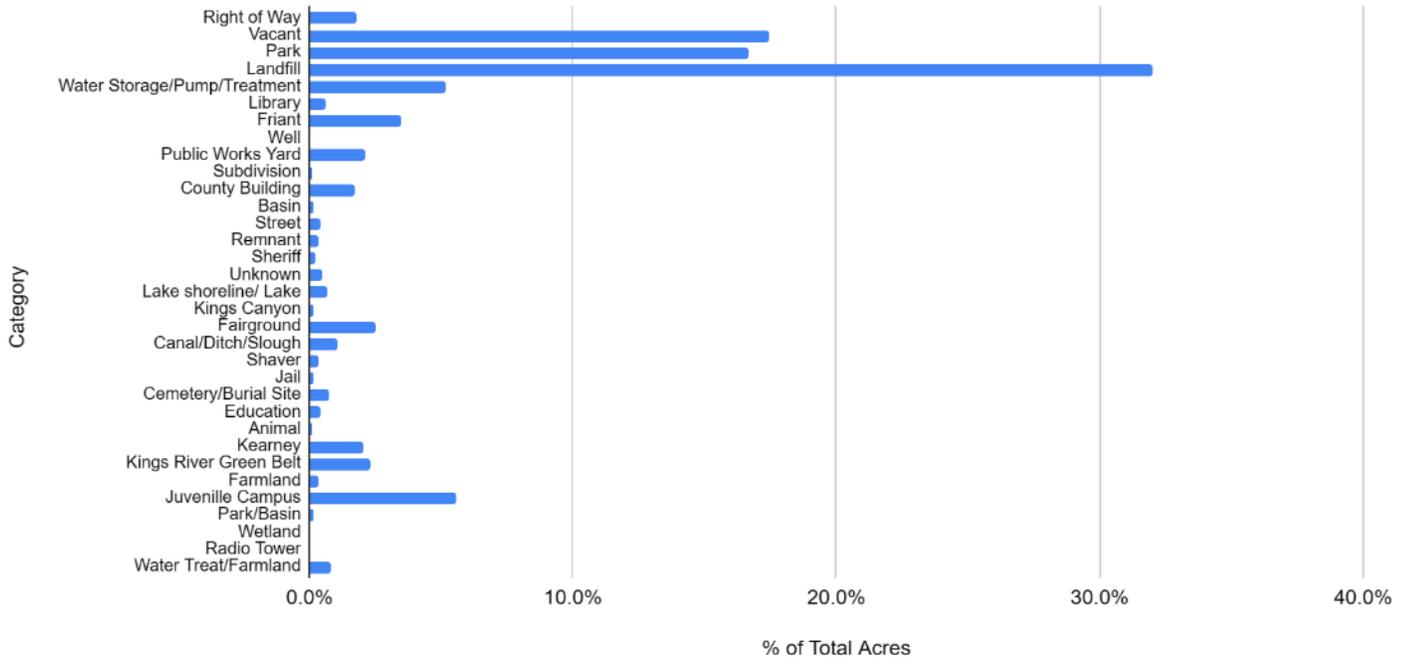
Total Properties = 406



The below graph identifies property categories by acreage:

Fresno County Acreage % by Category

Total Acres = 3,938



The Grand Jury also requested documents from relevant departments that would demonstrate the extent to which real estate transactions and capital maintenance were guided by planning. Though we requested planning documents, only the most preliminary were provided, and we concluded no comprehensive real estate plan exists that treats property as an asset rather than merely cost to be managed. Nor is there evidence of a comprehensive capital maintenance plan that realistically anticipates the appreciating cost of deferred maintenance over time, essential to realistic budgeting. Regular management reports that track property status, essential to timely decisions, have yet to be developed.

Maintaining an efficient and cost-effective level of staffing is desirable. However, given the value of county assets concerned—nearly a billion and a half dollars--the current minimalist approach, where real estate oversight is vested in a single position, is inadequate. The current approach may well result in missed investment opportunities,

unnecessary maintenance costs, false starts, and unexpected liabilities. Reforming Fresno County's real estate management will require additional staff, but sometimes underspending is more costly in the long term than investing in the necessary plans, processes and controls.

Property Leased by Fresno County

In addition to requesting lists of Fresno County owned property, the Grand Jury also asked for a list of properties leased by the County. A list was provided by ISD, which is responsible for managing most leases, and by the Auditor/Controller's Office, which maintains a list for government reporting purposes. All Fresno County department heads are responsible for providing a departmental lease list to the Controller's Office for year-end reporting. The Controller's lease list is included in the Annual Comprehensive Financial Report (ACFR) approved by the Board of Supervisors. The Grand Jury compared the ISD list and the Controller's list and found the Controller's list did not contain all County leases since it was required to report only leases that were valued at more than \$10,000. Additionally, the Grand Jury identified the following problems:

- No month-to-month nor year-to-year leases (rents) were included on the Controller's list as these are considered operating leases and are not required to be listed in their report per Governmental Accounting Standards Board (GASB) 87.
- One major lease on the Pelco Campus (L-328) was not listed on the Controller's report due to undisclosed reasons.
- There were several data fields from the Controller's report that did not match the ISD report, including lease end dates and lease agreement numbers.
- The ISD lease list did not have updated lease information loaded into the file.
- Several lease agreements approved by the Board of Supervisors in April and June 2023 were yet to appear on ISD lease list by October 2023 when the data was accessed.

Properties Leased from Fresno County

The many vacant properties owned by Fresno County have, at least theoretically, revenue generating potential through rents. These government owned properties are tax exempt and many of them have significant maintenance costs. The ISD lease spreadsheet records 20 active leases though the information on the spreadsheet was incomplete and several data fields contained conflicting information. For example, one entry shows a lease end date of September 30, 2038, but the entry contained a note that said the lease was not listed in E-contracts, the software where County leases are maintained. Five of the 20 active leases contained similar discrepancies. In addition, there were entries with lease numbers, but the entries noted there were no signed lease agreements.

Obviously, farmland looks to be the biggest cash generator for Fresno County. We discovered two significant, no longer active farmland leases in addition to the original 20 active leases identified in the ISD lease spreadsheet. However, these two leases were terminated in 2022 for non-payment. It is not clear how many active leases exist and if they are being regularly reviewed. From its analysis, the Grand Jury concludes Fresno County has opportunities for improvements in how it manages and leases County income property.

Discussion of Marginal Properties

Understanding a property's history well enough to make informed decisions is very challenging based on the inaccuracies in the real estate data provided, and some entries were obviously incorrect or obsolete. One parcel listed as a vacant lot on the ISD list, for example, is the site of the Tranquility Branch Library, which was constructed over a decade ago. Another library, the Laton Branch Library, which is in a 1,596 square foot historical building, and has been part of the Fresno County Library since 1910, is to be found on neither the list of owned or leased properties.

Due to the concern over blight, the Grand Jury was particularly focused on properties that were noted as vacant, though the term ‘vacant’ itself is problematic since it referred to both empty lots and unused buildings. Our request for a schedule that tracked maintenance programming and costs led us to conclude that such a schedule does not exist. Maintenance of these properties is sporadic rather than systematic and the Grand Jury was told that maintenance or repairs occurred in response to citizen complaints rather than through regular monitoring of the property. In many cases the properties listed as vacant begged the question as to why they were even in the County’s inventory, as they provided no discernible benefit to the citizens of Fresno County. The number of property entries that raised questions was large enough to lead to the conclusion that the County is not fully managing its real estate portfolio—that some properties were just there—not part of any overall plan, not systematically maintained, and not regularly reviewed by County administrators or the Board of Supervisors.

The following properties, identified on the ISD property list, are representative of the many issues that were identified:

Property 1

5579 and 5593 S Academy in Del Rey

These two adjoining addresses, the first .30 acres and the latter .45 acres, are both listed as vacant, county-owned properties on the ISD property list. They are located near the city of Del Rey, on Academy Avenue, which is a divided, four lane, well-traveled highway. The area is rural/agricultural with nearby homes on both sides of Academy on large lots or farms, including orchards. The property appears to be somewhat maintained, though weeds and roadside trash are present. A few scattered trees and three old utility poles suggest that there was once a residence or other buildings on the property. The ISD list contains no information as to how and when the County of Fresno came to own the property or what plans there are for the property but given the property’s location in a residential/agricultural area, it appears to be of little use to Fresno County. If the lots are necessary for some purpose, that purpose needs to be captured in the tracking documents and in a property plan. If there is no purpose, that should be reflected as well as a basis for future decisions.



Google Maps Picture of Del Rey Property:

Property 2

Cantua Creek Properties

The ISD list contains six associated, county-owned, vacant properties in the rural farming community of Cantua Creek that raised questions, particularly in regard to the way they might negatively impact an already hard-pressed community. The properties are adjacent to or in proximity of a County water storage facility and El Porvenir Park. A residential neighborhood is across the street from the park and water facility and also next to vacant lots. The park itself was listed on the ISD list as 1.16 acres, and a site visit showed the location to include a picnic area, playground, and baseball field, all of which are rundown and in disrepair. The park area is behind a battered chain-link fence and there is no

grass. Whether the park is open is difficult to judge as the gate, which is chained on one side, is off its hinges, ajar and partially open. The assorted properties range in size from almost 8.0 acres to slivers of .20 acres. Some parcels are described as vacant land; one is a vacant “residential lot.” Three other nearby parcels are commercial and front Highway 33. Though the ISD list describes these lots as vacant, numerous semi- truck and trailers are using the property for parking. The miscellaneous nature of the lots raises questions, and the park is not maintained, though people are clearly using it. The park alone is an eyesore, compounded by the other vacant County-owned parcels nearby.

Google Earth Picture of Cantua Creek Property:



Property 3

South Park Circle Drive in Fresno

This property was flagged because the ISD spreadsheet listed it as a “park” but the Fresno County Parks website did not include it. The property is a 2.21-acre parcel located in the Sunnyside neighborhood in the City of Fresno. The property is an island encircled by Park Circle Drive with established neighborhood homes fronting it on the opposite side of the street. A few scattered trees dot the property and there are several Fresno County “no dumping” signs on the fringes of the property just off the pavement. The parcel was relatively litter and weed free and appeared to have been scraped in the not- too-distant past; however, there are no restrooms or picnic tables or other amenities that would suggest it is a park, nor is there grass or any other type of ground cover. Numerous tire tracks in the dirt indicate people have been driving on the property, and residents expressed concern that it could become attractive to the homeless if it changed and became readily known. It is not listed as a park on the Fresno County Parks website. The property lists provided no information regarding the County’s history with the property, nor any plans outlining its future.

Google Maps Picture of “Park” Property:



Property 4

650 W. Church Avenue in Fresno

This property of .80 acres is listed as a vacant, county-owned parcel on the ISD property list. The property is located in southwest Fresno in an industrial/commercial area. The ISD list describes the property as part of a poultry plant. Several concrete structures are behind a street line fence, and portions of the lot are paved. The property is surrounded by a mix of businesses: trucking, agricultural, light manufacturing, salvage. The nature and number of structures is likely to present a high demolition cost to clear the lot, which may be why it hasn't been cleared. A visit to the property found a German Shepherd guard dog behind a security fence. This prompted further investigations which ultimately revealed the ISD spreadsheet to be incorrect as the property was actually transferred to the City of Fresno sometime in the past. The transfer was not noted because the Assessor's office sometimes does not record tax exempt transactions, so the change did not appear on the ISD property list.

Google Maps Picture of W Church Ave Property:



The properties cited above demonstrate Fresno County's inattention to some of its marginal assets, beginning with the entry for a property the County no longer owns. The importance of these holdings might be dismissed in the context of the scope of the County's overall budget and the large size of its real estate portfolio. However, each of the properties does have potential negative impact on the communities in which they are located, each has associated liability and maintenance issues, and each is evidence that the County is not actively managing all of its real estate. Moreover, the ISD list contains other properties that could just as easily have been cited.

Discussion of Selected Major Properties

The properties described above are relatively low value (though each impacts a community) and suggest an inattention to the County's marginal or miscellaneous holdings. The Grand Jury investigation, however, also revealed large, highly visible transactions, with impacts in the millions of dollars, that faced interminable delays, false starts, and inadequate planning.

Property 5

University Medical Center

Because of its size, complexity, and history, this legacy property has proved particularly difficult to address for Fresno County. There have been several efforts to sell the property over the years, and it is representative of the inordinate amount of time it takes the County to consummate some real estate transactions. The campus, located at Cedar and Kings Canyon Avenues, sits on a 30-acre urban parcel in the City of Fresno. Its footprint of 620,000 square feet is spread across 20 buildings. The location was first developed as a hospital in 1889, with many of the current buildings constructed in the 1950's. The property's decline can be dated to 1996 when hospital services were contracted out to Community Hospital, which abandoned the main hospital buildings in 2007. Currently, the main hospital towers are empty, while outlying buildings are occupied by various agencies including the Department of Behavioral Health and the Department of Social Services. Adding to the challenge, is the fact that utilities are shared between the main tower and

outlying buildings, making the buildings difficult to sever. The facility could have been demolished after 2007 for an estimated cost of \$6 million to \$8 million. Annual maintenance and security costs for the hospital buildings are over \$1 million per year, a sixteen-year total (2007-2023) of at least \$16 million. The bid the Board of Supervisors recently accepted for the sale of the property is \$6 million.



Google Maps Picture of UMC Property

Property 6

Elkhorn Avenue Detention Facility

This property is located near the City of Caruthers at the intersection of Highway 41 and Elkhorn Avenue. Like the UMC property, it is large (317 acres) and complex (76,572 square feet in several buildings). And like the UMC property, the Elkhorn facility has been vacant for years. The area is agricultural and the property was acquired by the County in the 1950's. From 1959 to 1994 it served as the site of an "honor farm," a low security annex to the Fresno County Jail. From 1997 to 2009 the property operated as a "boot camp" for juvenile offenders, but closed in 2009 due to County budget shortfalls. In the

14 years since 2009, the property has remained vacant, though recent plans include a major county training center and a 60-acre groundwater recharge facility. Vandalism is an ongoing problem, and maintenance and security costs are more than \$100,000 per year.

Google Earth Picture of Elkhorn Property



Property 7

Selma Farm Land

This property of roughly 90 acres on DeWolf Avenue near Selma was purchased in 2007 using Tobacco Securitization Funds for a proposed ag center. The purchase price was approximately \$4.6 million dollars--more than \$50,000 per acre. Tobacco Securitization Funds are restricted to non-commercial use which undermined project feasibility from the outset and made later attempts to dispose of the property difficult and complicated as did

political considerations. Later, the property's highest and best use was determined to be agricultural, and it was appraised for \$17,000 per acre or \$1.5 million, a staggering decline of \$3.1 million from what the County originally paid. Making a bad situation worse, funding restrictions prohibited the land from being leased for farming, which would create income to recover some of the lost value. The Grand Jury could not determine whether the deal was the result of incompetence or malfeasance or other factors. Communications between departments is a likely factor here, as is the complexity of the County's many funding sources. Sixteen years later one of the largest Fresno County properties remains vacant and unused.



Google Earth Picture of Selma Property

Property 8

Unpaid leases

Fresno County owns significant acreage near the American Avenue landfill, land that is reserved for future dump expansion. In 2010 the Board approved a 25-year lease of a portion of that land for fruit and nut farming operations and in 2014 entered into a 25-year lease of another portion with a second operator. In both cases the County did not collect

rent for extended periods of time. For one of the operations, no payments were collected between October 1, 2020 and March 31, 2022, an accrued total of \$103,344, though this lease was eventually brought current. The second lease agreement was signed in 2014 and amended in 2016 to allow the operator to make monthly rather than quarterly payments. By 2017 the County was failing to collect the required monthly payments of \$23,494.63. By December 2021, the County was owed \$1,010,726.68 (forty-three months of payments.) The County evicted the tenant in 2022, and initiated ongoing legal efforts to recoup the debt. The Grand Jury learned that these particular leases were unique in that they were originated and managed within Public Works as an ancillary to the management of the landfill, which makes sense from some perspectives. However, managing complicated agricultural leases is not part of Public Works regular responsibilities, and the leases were allowed to languish for extended periods with a lack of effective enforcement action taken by the County.

Organizational Structure

Notable lapses, inconsistencies, omissions and errors were present in all the listings of property that the Grand Jury consulted. Some of the problems result from the fact that the Assessor's Office doesn't prioritize non-financial or non-tax transactions (so-called "T" properties) and is lax in recording them. For example, when the water facility on Church Avenue discussed above was deeded over from Fresno County to the City of Fresno, the Assessor's list did not capture it. Since the ISD property list originated with the Assessor's list, the ISD list did not reflect the change in ownership, a frequent cause of the errors the Grand Jury identified. Be that as it may, there is no accurate database that puts all relevant information in one place. The issues the Grand Jury detected were longstanding and reflect years of culture, practice and budget.

Current County employees are more the victims of this history than its agents, and the Grand Jury found those interviewed to be responsive, forthcoming and conscientious, as well as aware of the short-comings identified in this report. We believe gaps in institutional memory contribute to the County's challenges because little property history

is readily at hand. Though efforts have been made to consolidate and centralize real estate operations through the transition from General Services to a centralized ISD operation (in 2011 Year), and the accompanying reduction in positions, processes are noticeably reactive rather than proactive and are usually originated at the department level. The planning that occurs tends to be occasion driven, as in the major Americans With Disabilities Act (ADA) compliance project that was frequently cited. Many of the real estate transactions we reviewed were in response to opportunities created in the larger market, i.e., the Rowell Building or the major office relocation of multiple departments to the former Pelco Campus. While there is benefit in taking advantage of emerging opportunity, the County would be well-served by more deliberate planning and a policy that guides ownership of excess property. Also, the silo effect between/among departments, the overlap of responsibilities, and the handoffs from one department's process to another's create ongoing opportunities for mistakes, mis-directions and omissions.

Given the number of years it has taken to address some of its large, obsolete facilities such as the UMC hospital or the Elkhorn Ave Juvenile Detention Facility, as well as its inventory of miscellaneous vacant property, the County can be said to lack urgency in its disposal of excess property. We could find no guiding directive, principle or incentive to do so, nor did we identify anyone directly responsible for ensuring properties were liquidated in a timely manner.

Vision and Strategic Planning

As the epigraph to this report makes clear, Fresno County is not alone in its outdated approach to the management of its real estate assets. The Reason Foundation white paper, "Knowing What You Own: An Efficient Government How-To for Managing State and Local Property Inventories," establishes the pervasiveness of the challenge. Other county grand juries have conducted similar investigations and come to similar conclusions. For example, the 2014-2015 Orange County Grand Jury published the report "Orange County Real Estate: Do They Know What They Have?" That report highlighted

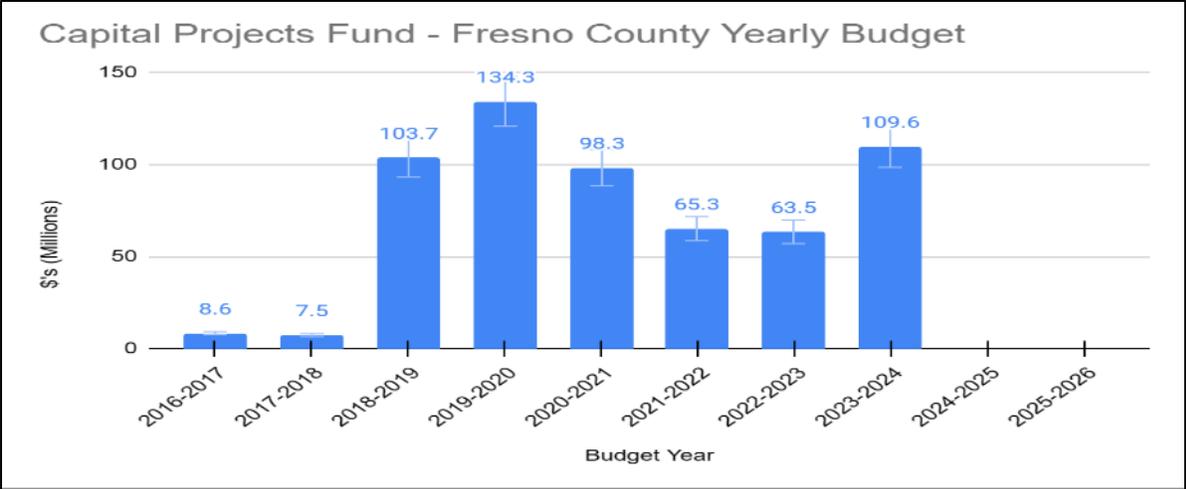
the need for a consolidated data tool to track and manage real estate holdings. Other counties have made significant gestures toward more comprehensive strategic planning such as the “County of Placer Five Year Capital Improvement Plan for Facilities, FY 2022-23 through FY 2026-27.” Los Angeles County’s “2020 Strategic Asset Management Plan,” is a particularly helpful model. That plan lists strategic planning goals which well-reflect the Fresno County Grand Jury’s aspirations for Fresno County’s approach to real estate management:

- Create a County-wide understanding of asset needs and priorities;
- Strengthen connections between service priorities and asset decisions;
- Maximize use of County space and achieve cost savings;
- Prioritize needs to optimize highest and best use of assets; and
- Plan investment and funding strategies.

Planning is key to effective management. The Government Finance Officers Association (GFOA) puts this imperative succinctly:

GFOA recommends that state and local governments prepare and adopt comprehensive, financially sustainable, and multi-year plans to ensure effective management of capital assets. A prudent multi-year capital plan identifies and prioritizes expected needs based on a strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs.

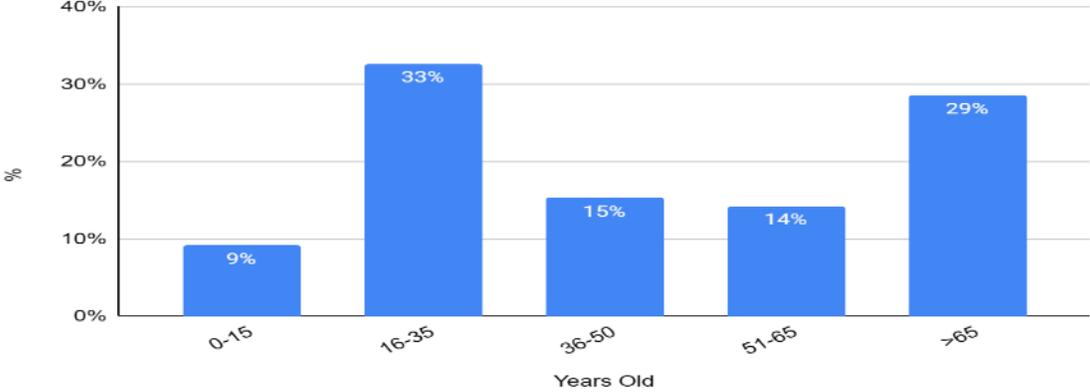
The Grand Jury did make numerous requests for strategic plans beyond one year, and the fact that none were forthcoming is cause for concern, particularly in the context of the County’s dynamic and evolving real estate needs. The Capital Projects Fund in the graph below shows considerable spending in previous years but no projections for the future:



Even though capital funds may be backfilled as the broader funding picture becomes clearer and savings are freed up, the process is inherently reactive and capital needs-- by definition--are an afterthought. As Fresno County's Infrastructure grows older, planning will become crucial. The following chart shows the current age of Fresno County Buildings, with almost half over 36 years old:

Age Breakdown of Fresno County Properties

Data



Taken from Insurance Valuation Spreadsheet

Recent years have seen progress in the quality of the County's office space with the renovation of the Rowell Building for the District Attorney's Offices and the addition of

significant space at the former Pelco Campus. However, major challenges remain, and comprehensive strategic planning will become increasingly important. Fresno County's footprint will continue to evolve in coming years, and notable challenges will include appropriate use and renovations of the Hall of Records, capital maintenance on the aging County Plaza, the opening of the new jail, and perhaps most impactful, a new courthouse that is likely to reshape downtown Fresno. A chronic shortage of parking has plagued downtown employees for years, but is a headache that remains and needs to be resolved. The importance of thoughtful and deliberate strategic planning will only accelerate in coming years, and although we were provided preliminary planning documents, plans are not far enough along to guarantee their completion, let alone implementation. While the Grand Jury also acknowledges an emerging agenda from the County to reform its culture, efforts must be consolidated, and sufficient momentum achieved to gain lasting improvement.

Findings

Finding 1 (F1)

Fresno County owns marginal real estate that has little apparent purpose to the County, is not regularly maintained, and is poorly tracked.

Finding 2 (F2)

Fresno County's current ability to track, manage and plan for its current and future real estate needs is problematic given the county's size and complexity and has likely led to ownership of unnecessary property, less than timely processes, and financial loss.

Finding 3 (F3)

The challenges the County faces in reforming its real estate practices appear to be systemic and long-held and will require cultural change and ongoing commitment to accomplish.

Finding 4 (F4)

The current staffing level and organizational structure are likely less robust than that required to plan for, fully monitor, or oversee, the County's real estate holdings.

Finding 5 (F5)

Fresno County apparently lacks a comprehensive strategic plan to guide the management of its real estate assets, nor does it appear to have a comprehensive deferred capital maintenance plan adequately funded to fully maintain the County's buildings over time.

Finding 6 (F6)

The system currently used by the County to collect and maintain property data is inadequate given the number of identified errors and incompleteness of property history and other information.

Finding 7 (F7)

The processes for leasing property for County use as well as the process of leasing property to others are poorly tracked, fragmented, and likely create the opportunity for error and mistake.

Recommendations

Recommendation 1 (R1)

Develop a deliberate strategy for institutional change in how real estate is viewed, robust enough to effect lasting change which would start with the creation of a real estate/property strategic plan.

The Board of Supervisors and the County Administrative Officer should accomplish this by November 30, 2024. (F3, F4, F5)

Recommendation 2 (R2)

Review and reconcile all County owned real estate, so that an accurate, complete database is established that will aid in management and decision-making which would include the following:

Action Items	
1	Systematically enter all tax-exempt property transfers by the Assessor's Office.
2	Acquire deed reading software.

The Chief Administrative Officer, in conjunction with the Chief Operating Officer and the Director of Internal Services-Chief Information Officer, the Director of the Department of Public Works and Planning, and the Assessor-Recorder should accomplish this by November 30, 2024. (F2, F4, F6)

Recommendation 3 (R3)

Select or develop a robust data tool that will provide a foundation for planning and management to include at least the following data items:

Data Description		
1	Assessor's Parcel Number	11 Leasable for County income-generating property (Yes or No)
2	Building address	12 If Leasable -> Lease Number Reference
3	Description of property	13 Maintenance information, including responsibility
4	Date of acquisition	14 Is the property not available for use? If so, why?
5	Property size: - Acres	15 Information on upgrades, remodeling
6	Current use of property	16 Insurance coverage
7	Fresno County need (Mandatory, Not Needed)	17 Environmental risks such as asbestos, underground storage tanks or soil contamination
8	Used or vacant?	18 Demolition costs
9	If Vacant -> Year Vacated	19 Funding source and restrictions

10	Condition of land or building (e.g., not suitable for building not suitable for building occupancy, refurbishing, open land, reserved open space)	20	Fresno County Department
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The Chief Administrative Officer, the Chief Operating Officer, the Director of Internal Services-Chief Information Officer and other departments as necessary should accomplish this by December 31, 2024. (F2, F6)

Recommendation 4 (R4)

Standardize management and tracking of County owned properties leased to others which would :

1	Provide an overview of leases in the annual property management report in R6 below.
2	Standardize a procedure for cash receipts related to lease payments that all departments can use.
3	Implement policies to insure lease payments are made on a timely basis and what steps to follow when payments are not being made.

The Chief Administrative Officer in conjunction with the Chief Operating Officer, the Director of Internal Services-Chief Information Officer, the Director of the Department of Public Works and Planning, and the Auditor-Controller/Treasurer-Tax Collector should accomplish this by October 31, 2024. (F7)

Recommendation 5 (R5)

Standardize management and tracking of properties owned by others and leased to the County which would:

1	Develop an updated Fresno County property lease list which would include a unique identifier that would tie to the Controller’s lease listing report, so an easy comparison can be made between the Controller’s required report and the ISD lease report.
2	Review and reconcile all E-contracts for property leases to the ISD list to determine conflicts and resolve issues.
3	Use E-contracts to its advantage by including full, official documentation of leases, and implement a

	procedure by which the system is regularly updated.
4	Maintain a timeline matrix of all leases to be used in visioning the County's future footprint, strategic planning, and asset management.

The Chief Administrative Officer, in conjunction with the Chief Operating Officer, the Director of Internal Services -Chief Information Officer, and the Auditor-Controller/Treasurer-Tax Collector should accomplish this by October 31, 2024. (F7)

Recommendation 6 (R6)

Develop a Property/ Real Estate Management Report and create processes and controls that will regularly (at least annually) put property history, current status, condition and progress toward goals before the Board of Supervisors and senior managers.

The Board of Supervisors, the County Administrative Officer, and the Chief Operating Officer, should accomplish this by December 31, 2024. (F1, F2, F3, F6, F7)

Recommendation 7 (R7)

Create a property disposal policy that clearly establishes responsibility for property inventory and discourages the accumulation of un-needed real estate.

The Board of Supervisors and Chief Administrative Officer should accomplish this by October 31, 2024. (F1, F2, F4)

Recommendation 8 (R8)

Develop and use Geographic Information Systems (GIS) mapping to post all property owned and leased by Fresno County to the Fresno County website.

The Chief Administrative officer, the Chief Operating Officer, the Director of Internal Services-Chief Information Officer, and the Director of the Department of Public Works and Planning should accomplish this by November 30, 2024. (F1, F2, F6, F7)

Recommendation 9 (R9)

Develop a 3-year Capital Plan (at a minimum) for all major Fresno County projects with the input of all departments.

The Board of Supervisors and the County Administrative Officer should accomplish this by September 30, 2024. (F3, F5)

Recommendation 10 (R10)

Implement a Fresno County Building Assessment/ Needs Matrix to be reviewed yearly to help set building and property priorities

The County Administrative Officer in conjunction with the Chief Operating Officer, the Director of Internal Services-Chief Information Officer, and the Director of Public Works and Planning should accomplish this by December 31, 2024. (F1, F2, F3, F4)

Recommendation 11 (R11)

Establish standardized guidelines for space acquisitions beyond individual department preference that offers consistent quality of space and parking to all county employees based on their needs.

The Board of Supervisors, in conjunction with the County Administrative Officer and department heads should accomplish this by December 31, 2024. (F1, F2, F3, F4)

Request for Responses

California Penal Code section 933(c) requires comments from the governing body of a public agency subject to the Grand Jury's reviewing authority within 90 days of receipt of this report. Responses are required by the following:

- Fresno County Board of Supervisors (F1-F7; R1-R11)

California Penal Code section 933(c) requires comments from elected officers and agency heads subject to the Grand Jury's reviewing authority within 60 days of receipt of this report. The Grand Jury requires comments from the following:

- Fresno County Auditor-Controller/Treasurer-Tax Collector - (F7, R4), (F7, R5)

Fresno County Assessor-Recorder - (F2, F4, F6, R2)

California Penal Code section 933(a) allows for comments from responsible officers, agencies, or departments. The Grand Jury invites comments from the following:

- Fresno County Administrative Officer - (F1-F7; R1-R11)
- Fresno County Chief Operating Officer - (F1-F7; R1-R11)
- Fresno County Director of Internal Services Department - (F2, F4, F6, R2), (F2, F6, R3), (F7, R4), (F7, R5), (F1, F2, F6,F7, R8), (F1, F2, F3, F4, R10)
- Fresno County Director of Public Works and Planning - (F2, F4, F6, R2), (F7, R4), (F1, F2, F6,F7, R8), (F1, F2, F3, F4, R10)

Works Cited

County of Los Angeles. "2020 Strategic Asset Management Plan." March 6, 2020

County of Orange, California, Grand Jury 2014-2015. "Orange County Real Estate: Do They Know What They Have?"

County of Placer. "Five Year Capital Improvement Plan for Facilities, FY 2022-23 through FY 2026-27."

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Government How-To Guide for Managing State and Local Property Inventories."

The Reason Foundation. Policy Study 383, June 2010.

DISCLAIMER

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury.