



# Real Estate + Public Infrastructure

State, local government, and federal services



## Marketplace factors



**Macro economic drivers:** Population growth and demographics are shifting demands for transit and other traditional public services.



**Funding limitations and fiduciary responsibilities:** Driving the need to deliver mission-critical services in an efficient way, which can potentially enhance value.



**Changes in the way people work and interact with the public sector:** Internet and other technologies are driving organizational changes that alter demands for real estate.



**Replacement of aging buildings with higher quality facilities:** Meet demands of both public and agency users.

## Industry-leading experience

KPMG LLP (KPMG) is an industry leader in providing practical real estate and economic feasibility services to help public organizations strategically evaluate, plan, develop, and deliver complex real estate needs.

Our team of seasoned professionals includes specialists in real estate, transaction structuring, development, economics, corporate finance, management consulting, procurement, construction, and project management.

## Our perspectives

Our perspectives are informed by the need to drive efficiencies through the public agency portfolio, the likelihood of development projects, and the value brought to the public agency.

## Our differentiators

**Wide-ranging real estate services:** We support clients through all phases of development projects, from conception to financial close.

**Strategic evaluation:** With our in-depth experience in the strategic evaluation and analysis of real estate projects, we help leverage and drive value across public agency real estate portfolios.

**Project delivery:** We bring competitive procurement practices and market perspectives, which can benefit our clients' negotiating positions.

**Post transaction service:** KPMG professionals help our clients execute project management plans that rationalize and leverage intended value propositions.

**A qualified team:** Our team brings experienced, licensed, and accredited professionals to our clients' real estate initiatives.



## Project delivery

Detailed understanding of the full range of project delivery models, as well as the full breadth of financing tools available, such as financing trust structure, 501(c)(3), private placements, senior and subordinated loans, leveraged leases, project revenue bonds, private equity, and privatized.



## Deep sector knowledge

Deep experience focused on the real estate development sector, from demand analysis, design, and planning through procurement, evaluation, execution, delivery, and operations.

## Our service delivery model



## Overview of services

### Strategic

- Portfolio optimization: Organizational needs assessment, real property and right-of-way rationalization, and portfolio right sizing
- Land use: Market demand by use type, highest and best use, and valuation analysis
- Funding and financing: Affordability analysis and public and private sources of funds
- Project identification and screening: Delivery model alternatives
- Value capture: Zoning opportunities, density bonuses, impact fees, districting, tax incentives, and assessments
- Development planning: Location analysis, project scaling, and development timing/phasing of projects, we help leverage and drive value across public agency real estate portfolios.

### Transactional

#### Procurement:

- Strategies and deal structuring
- Evaluation of summary of qualifications and proposals
- Developer selection support

#### Transaction execution:

- Commercial and financial analysis
- Preferred bidder negotiations
- Assistance from transaction execution until financial close
- Post transaction support, construction, and monitoring

### Representative clients

Transportation—Commuter, light, and heavy rail

Healthcare—Medical campuses and hospitals

Education—Universities and community colleges

Housing—Multifamily developments

Leisure—Airports, hotels, and tourist developments

Construction—Vertical and horizontal developments

Transit-oriented development—Mixed-use station developments

## Contact us

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