



OPTIMALISASI ASET IDLE PEMERINTAH DAERAH MELALUI PENDEKATAN HIGHEST AND BEST USE (HBU): STUDI KASUS LAHAN DI KAWASAN BANDARA HUSEIN SASTRANEGARA

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Abstrak

Optimalisasi aset daerah yang terbengkalai (*idle assets*) seringkali terhambat oleh ketidakpastian regulasi dan perencanaan kawasan. Studi kasus ini berfokus pada lahan seluas 2.182 m² milik Pemerintah Provinsi Jawa Barat di kawasan Bandara Husein Sastranegara yang gagal dimanfaatkan untuk perluasan landasan pacu. Kegiatan pengabdian ini bertujuan mendampingi BPKAD Jawa Barat dalam melakukan analisis pasar dan *Highest and Best Use* (HBU) untuk merumuskan rekomendasi pemanfaatan aset yang terukur. Metode pelaksanaan menggunakan pendekatan *Participatory Action Research* (PAR), dimana tim pengabdian dan mitra secara kolaboratif melakukan survei fisik, analisis regulasi, dan simulasi finansial. Hasil analisis HBU menunjukkan adanya batasan ketat pada aspek *legal permissibility* karena aset berada dalam zonasi militer dan Kawasan Keselamatan Operasi Penerbangan (KKOP) yang melarang pembangunan struktur permanen (hunian/komersial). Kendala ini diperkuat oleh analisis *physical possibility* dimana aksesibilitas lahan sangat terbatas karena terkurung area perumahan dan zona militer. Berdasarkan kendala tersebut, analisis *financial feasibility* merekomendasikan strategi *interim use* (pemanfaatan sementara) melalui skema Sewa Barang Milik Daerah (BMD) dengan tenor 5 tahunan. Skema ini dinilai paling fleksibel menghadapi ketidakpastian rencana pengembangan bandara di masa depan. Berdasarkan kriteria *maximum productivity*, mitra direkomendasikan untuk memilih antara opsi pertanian atau perikanan skala menengah berdasarkan kalkulasi *Net Present Value* (NPV) tertinggi. Kegiatan ini berkontribusi memberikan peta jalan pemanfaatan aset yang legal, adaptif, dan tetap bernilai ekonomis bagi daerah.

Kata kunci: Optimalisasi Aset, *Highest and Best Use*, *Idle Asset*, Kawasan Bandara, Sewa BMD.

Abstract

Optimization of idle regional assets is often hindered by regulatory uncertainty and urban planning constraints. This case study highlights a 2,182 m² land plot owned by the West Java Provincial Government in the Husein Sastranegara Airport area, intended for runway expansion but currently unused. This community service aims to assist the Regional Financial and Asset Management Agency (BPKAD) of West Java in conducting market analysis and Highest and Best Use (HBU) analysis to formulate measurable asset utilization recommendations. The implementation method employs Participatory Action Research (PAR), involving collaborative physical surveys, regulatory analysis, and financial simulations. The HBU analysis reveals strict limitations on legal permissibility due to the asset's location within a military zone and Aviation Operational Safety Area (KKOP), which prohibits permanent structures (residential/commercial). These constraints are reinforced by physical possibility analysis, indicating poor accessibility due to surrounding residential and military enclaves. Consequently, the financial feasibility analysis recommends an "interim use" strategy through the Regional Asset Lease scheme (Sewa BMD) with a renewable 5-year tenure. This scheme offers the necessary flexibility to align with uncertain future airport development plans. Regarding maximum productivity, the partners are recommended to select between medium-scale agriculture or aquaculture options based on the highest Net Present Value (NPV). This activity contributes to providing a utilization roadmap that is legally compliant, adaptive, and economically beneficial for the local government.

Keywords: Asset Optimization, Highest and Best Use, Idle Asset, Airport Zone, Asset Leasing.