

State of California  
Business, Transportation and Housing Agency  
Department of Transportation

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POLICY MATTERS  
Airspace, Excess Land, and Asset  
Management Business Plans  
Information Item  
CTC Meeting: July 19-20, 2000  
  
Agenda Item: 4.10

*Original Signed by* \_\_\_\_\_  
W.J. EVANS, Deputy Director  
Finance  
July 1, 2000

**2000/2001 AIRSPACE, EXCESS LAND AND  
ASSET MANAGEMENT BUSINESS PLANS**

AIRSPACE MISSION

- Maximize public and private use of right of way in concert with community needs and good land use planning.
- Maximize the net return of income and the utilization of property held for a transportation purpose, in compliance with Department goals and objectives.

EXCESS LAND MISSION

- Optimize the net return from sales of surplus properties, in compliance with Department goals and objectives.
- Reduce the inventory of surplus properties and return them to private ownership.

ASSET MANAGEMENT MISSION

- Ensure the optimal use of all Caltrans real property assets in meeting operational needs and/or generating revenues.

ORGANIZATIONAL STRUCTURE

- The Airspace and Excess Land functions are managed by District offices and Headquarters Right of Way in Sacramento. The Asset Management function is managed by District offices and the Administrative Service Center Office of Business Facilities and Asset Management.
- Active Airspace programs exist in four of the twelve Districts within the State; only a limited program in four additional districts. Each District has appointed an Asset Manager and an Excess Land Manager.
- The Airspace Advisory Committee (AAC) and the California Transportation Commission (CTC) assist the Department in administering these programs advising on policy issues, reviewing selected transactions, and providing guidance at the Department's request.

The role of the AAC is to:

- a. Review and evaluate proposed directly negotiated airspace leases with private parties. Proposed leases will be reviewed at two stages: approval to directly negotiate, and recommendation to the CTC for approval of terms and conditions.
- b. Review and evaluate asset management projects with a value of \$2 million or more, and excess land transactions with a value of \$1 million or more except for public sales transactions.

Asset management projects will be reviewed at three stages: preliminary financial plan, conclusion of preliminary design planning, and prior to construction. Excess land sales will be reviewed once prior to submittal to the CTC.

- c. Recommend action to the CTC.
- d. Monitor and evaluate the Airspace program.
- e. Provide overall review and advice from the private enterprise viewpoint.
- f. Be proactive on discriminatory zoning.

The role of the CTC is to:

- a. Establish policy.
- b. Act upon directly negotiated leases with private parties recommended by the AAC.
- c. Review and approve excess land transactions.
- d. Be proactive on discriminatory zoning.

**Right of Way Program's  
AIRSPACE LEASING  
BUSINESS PLAN  
Fiscal Year 2000/01**

**AIRSPACE LEASING VISION**

Airspace Leasing Program is a leader; initiates action, is committed to the highest ethical standards, and delivers quality products and services to our customers and stakeholders.

Headquarters Right of Way provides leadership, recognition and empowerment, ensuring a positive work environment that nurtures talent and potential, creating a technically proficient and superior work force.

**AIRSPACE LEASING MISSION**

Maximize public and private use of right of way in concert with community needs and good land use planning.

Maximize the net return of income and the utilization of property held for a transportation purpose, in compliance with Department goals and objectives.

**2000/01 STRATEGIES:**

Obtain operational efficiencies through improved processes.

Obtain cost efficiencies by allocating and monitoring resources assigned to the districts/regions per their workload plans.

Develop policy and procedure for leasing property and servicing stakeholders.

**GOAL 1** - Develop and maintain a standardized and streamlined process for Districts/Regions to use in processing a lease agreement.

**OBJECTIVE-** Reduce the number and type of airspace leases to simplify the leasing process.

**STRATEGY/ACTION**

- 1) Update the lease agreement format and provide a standard format to each district/region.
- 2) Update each lease agreement or format electronically so the latest information is always available to those who use them.

**TIMELINE:** 2000/01

**GOAL 2** - Expand and improve the telecommunications licensing program to better serve the wireless carriers and the Department.

**OBJECTIVE-** Implement appropriate measures to facilitate private sector communication needs.

**STRATEGY/ACTION**

- 1) Streamline our internal wireless approval process.
- 2) Expand the use of the Master License Agreement (MLA) to other types of wireless carriers.
- 3) Meet with the wireless carriers to develop the new MLA and expand its purpose.

**TIMELINE:** 2000/01

**GOAL 3** - Implement strategies to accommodate the growing demand to provide fiber optic capacity within state-owned right of way.

**OBJECTIVE-** Successfully implement processes to facilitate placement of fiber optic technology within the right of way to both generate revenue for the State Highway Account and serve the private communications industry.

**STRATEGY/ACTION**

- 1) Develop Department policy on fiber optic accommodation.
- 2) Develop processes and procedures for fiber optic accommodation.

**TIMELINE:** 2000/01

**GOAL 4** - Develop a highly motivated team of airspace leasing agents who provide quality services.

**OBJECTIVE-** Identify the key skills and reliable skill assessment tools for respective aspects of a leasing agent's duties.

**STRATEGY/ACTION**

- 1) Prepare clearly defined work expectations in accordance with laws, policies and procedures.
- 2) Provide training in areas needed when key skills are compared to assigned agents.
- 3) Reward staff for excellence in performing assignments in accordance with work standard.

**TIMELINE:** 2000/01

## **Right of Way Program's EXCESS LAND BUSINESS PLAN Fiscal Year 2000/01**

### **EXCESS LAND VISION**

The Excess Land Program is a leader; initiates action, is committed to the highest ethical standards, and delivers quality products and services to our customers and stakeholders.

Excess Land Headquarters Right of Way provides leadership, recognition and empowerment, ensuring a positive work environment that nurtures talent and potential, creating a technically proficient and superior work force.

### **EXCESS LAND MISSION**

Optimize the net return from the sales of surplus properties, in compliance with Department goals and objectives.

Reduce the inventory of surplus properties and return them to private ownership.

### **2000/01 STRATEGIES:**

Obtain increased operational efficiencies through improved processes and procedures

Improve cost effectiveness of the Excess Land Program through better management of resources allocated per district/region forecasting plans

Continue the Headquarters/District work program, where Headquarters Right of Way will manage statewide and policy issues and Districts/Regions will be responsible for delivering quality products and services.

**GOAL** – Optimize Program Efficiency

#### **OBJECTIVE: Commitments between Program Manager and Districts/Regions:**

1. Deliver agreed upon sales targets and property inventory levels
2. Maximize use of resources allocated for inventory and sales activities

#### **STRATEGY/ACTION:**

1. Obtain commitments from District Right of Way Managers for production and expenditures
2. Monitor and adjust staffing and workload, adapting to changes in expectations and priorities

**TIMELINE:** 2000/01

**OBJECTIVE: Headquarters staff to assist Districts/Regions in developing staff**

1. Staff Assistance Visits
2. Sponsor statewide workshops
3. Support interdistrict/interregion collaboration
4. Promote continuing education

**STRATEGY/ACTION:**

1. Develop a schedule for visits to districts and regions according to staff need
2. Determine needs and issues for statewide workshops
3. Participate in interdistrict and interregional workshops
4. Identify outside educational opportunities (e.g. IRWA, Appraisal Institute) and provide resources to attend

**TIMELINE:** 2000/01

**GOAL** –An accurate database of inventory and sales for districts/regions to use to evaluate their program

**OBJECTIVE:** Bring districts' inventory and sales data current in the Excess Land Management System

**STRATEGY/ACTION:**

1. Review with Excess Land Managers the current status of their inventory and sales data
2. Train Excess Land Managers in the optimum use of the Excess Land Management System
3. Encourage the maintenance of the Excess Land Management System

**TIMELINE:** 2000/01

**OBJECTIVE:** Insure ELMS inventory is appropriately cross-referenced in the Right of Way Property System and Integrated Right of Way System

**STRATEGY/ACTION:**

1. Provide system support for ISSC project to develop integrated database.

**TIMELINE:** 2000/01

## **ASSET MANAGEMENT BUSINESS PLAN 2000/01**

### **ASSET MANAGEMENT VISION**

To proactively manage all Caltrans real property assets and represent the central focal point within Caltrans on all real property related uses and projects.

### **ASSET MANAGEMENT MISSION**

Ensure the optimal use of all Caltrans real property assets in meeting operational needs and/or generating revenues.

#### **2000-01 PROGRAM STRATEGIES**

- **Continue to update, manage, and improve the Asset Management Inventory to make it more accessible and useful to both internal and external Caltrans customers.**
- **Actively participate in the development, deployment and use of comprehensive facility planning, programming and project delivery tools among and between Programs, Districts and the Budgets and Programming Programs.**
- **Use the Real Property Retention Review process to optimize use of the Department's real estate holdings and improve Caltrans' information systems and inventory management practices.**

**GOAL 1 – Optimize the management of Caltrans’ real property portfolio by maintaining an automated inventory of the Department’s facilities supporting highway planning, development and operations.**

**OBJECTIVES**

1. Maintain the accuracy and timeliness of the Asset Management Inventory (AMI) as the Department’s primary facilities inventory.
2. Ensure that AMI data fields provide internal and external customers the information necessary to effectively manage the Department’s facilities portfolio.
3. Promote the utility and accessibility of the AMI as a management tool.
4. Provide Statewide Property Inventory (SPI) updates to the Department of General Services, as mandated by Government Code 11011.13.
5. Use the AMI proactively to identify and manage high-value, underused or surplus Department assets.

**STRATEGIES/ACTION**

1. Provide on-line access to Caltrans “facility owners’. Have the Programs and Districts continuously review the AMI’s accuracy and notify Asset Management of desired adaptations or modifications.
2. Develop and distribute annual AMI management reports to Program Managers and District Directors.
3. Provide access to the AMI through the Caltrans Intranet.
4. Develop a new “user’s manual” focusing on maintaining inventory accuracy and developing management reports.
5. Conduct regular field reviews to verify inventory accuracy.

**Timeline** – 2000/01 for items 1-5 and continue on an annual and/or as needed basis.

**GOAL 2 – Regularly review Caltrans real property inventories to ensure that the Department optimizes the value of, and return on its real property holdings.**

**OBJECTIVES**

1. Each District annually conducting Real Property Retention Review (RPRR) to choose retention or disposal of properties determined to be “not in use”.
2. Each District’s RPRR committee approving retention requests for properties “not in use”.
3. “Conditionally retained” properties assigned project managers and administered according to RPRR-approved action plans.
4. All properties recommended for disposal tracked and managed accordingly.
5. Promote the value of the RPRR process to the senior managers of the Department’s Programs and Districts.

**STRATEGIES/ACTION**

1. Promote continuous process improvement through regular meetings with RPRR participants to review process elements and committee actions.
2. Work with R/W and Project Management to improve the accuracy, scope and timeliness of parcel and project scheduling information used by the district RPRR committees.
3. Annually determine the value to the Department of parcels in the AMI and Right of Way Excess Land and Property Management inventories.
4. Develop annual district RPRR reports for approval by the District Directors.
5. Deliver the annual RPRR report to the Department Director by the first week in April.
6. Sustain high-level district RPRR committee membership and involvement.
7. Input “R” codes within the Excess Land Management System for property reviewed by district RPRR committees.

**Timeline** –2000/01 for items 1-5 and continue on an annual and/or as needed basis.

**Goal 3 - Provide a strategic framework to review and coordinate the planning, programming and development of future Caltrans facility projects.**

**OBJECTIVES**

1. Provide technical assistance and coordination among and between districts and Programs in the planning and development of facility projects.
2. Identify and explore joint-use opportunities.
3. Ensure all available assets (sites) and viable alternatives are considered in the planning and development of facility projects.

**STRATEGIES/ACTION**

1. Assist Programs with the development of their 10-year SHOPP lands and buildings forecast.
2. Assist districts with the development of their 10-year facility master plans.
3. Review proposed projects for inter-program coordination, joint-use opportunities and alignment of available assets with needs and recommending changes as appropriate.
4. Promote early Asset Management participation in project development teams developing lands and buildings Facility Project Study Reports or Fact Sheets.
5. Work with Programs, districts and Facilities to implement facility planning and delivery models aligned with Caltrans' two-track capital funding process.
6. Develop a project tracking database linked to properties in the AMI.

**Timeline** –2000/01 for items 1-5 and continue on an annual and/or as needed basis.

**Goal 4 – Optimize the return-on-investment in Caltrans’ real estate assets through proactive participation in the management of high value, high priority assets.**

**OBJECTIVES**

1. Develop recommendations for reducing operating costs, generating revenues or leveraging underused assets for higher-value purposes.
2. Provide technical expertise and consultation to Programs and districts on high value, high priority real property or facility-related projects.

**STRATEGIES/ACTION**

1. Conduct regular field assessment of assets to determine optimal use (3 years maximum).
2. Assist Programs and districts with development of facility project FPSRs, Fact Sheets, or COBCPs identifying viable alternatives, estimating likely economic implications and promoting optimal use of assets recommended actions.
3. Produce a management report identifying underused assets, characterizing potential opportunities and outlining recommended uses.
4. Develop a web page linking District assets and assessments and promoting asset management opportunities.

**Timeline** –2000/01 for items 1-5 and continue on an annual and/or as needed basis.

**Goal 5 – Maintain highly motivated, customer-focused and quality-oriented Asset Management staff continuously improving their contribution to the Department’s business practices.**

**OBJECTIVES**

1. Develop professional, technically expert, customer service-oriented staff that completes tasks on time.
2. Cultivate staff that knows what is expected and how to achieve the desired outcomes.
3. Hire and promote Asset Management staff with the ability to achieve the goals and objectives described in the Asset Management business plan.

**STRATEGIES/ACTIONS**

1. Communicate key skills to employees.
2. Identify work expectations in terms of 1) laws, rules and controls 2) general expectations 3) primary deliverables.
3. Develop performance measures and evaluation methodology.
4. Report and promote employee accomplishments to management on a regular basis.
5. Develop training plans to develop technical and managerial skills and abilities.

**Timeline** –2000/01 for items 1-5 and continue on an annual and/or as needed basis.