



FY 2024 Strategic Plan and Annual Objectives

July 15, 2023

Vision: A proactive, customer service focused organization that acts on key priorities designed to produce optimal outcomes for the Beneficiaries and the State.

Mission: To responsibly manage the assets of a perpetual trust in alignment with the interests the beneficiaries and the State.

Agency Description: The State Land Department manages more than 9 million acres State Trust land (STL) and resources on behalf of 13 Beneficiaries. To ensure the Trust is a viable and productive asset for Beneficiaries today and for generations to come, the department exercises sound stewardship principles. As a fiduciary, the department generates revenue for the Beneficiaries from sales, rents and royalties from STL.

Executive Summary: The strategy the State Land Department is to transition from a reactive organization passively navigating its obligations, to a proactive organization that directs its efforts into key priorities designed to produce optimal outcomes for the Beneficiaries and the State.

Our strategic priorities are:

- Building a more resilient, innovative and prosperous Arizona through proactive, strategic planning efforts
- Reducing unnecessary bureaucracy and increasing transparency
- Maximizing the value of the Trust portfolio

Summary 5 Year Strategic Goals

#	Multi-Year Goal	Year Started	Progress & Major Successes
1	Customer Service Through Continuous Improvement	2018 <i>Updated 2023</i>	<ul style="list-style-type: none"> • 100% services are available on-line • Reduced rework in internal processes • Implemented interactive web portals to administer customer interactions
2	Continue to Increase the Value the Trust Portfolio	2018 <i>Updated 2022</i>	<ul style="list-style-type: none"> • Record land sales in FYs 2021 & 2022 • Implemented Zoning Banks in several cities to accelerate land entitlement • Concluded all bankruptcy claim and lawsuits related to Desert Ridge property
3	Implement Non-Urban Land Mgmt. System	2022	<ul style="list-style-type: none"> • Established agreements with other State Agencies to manage non-urban lands • Developed framework to catalog, review and assess compatibility competing recreational interests on non-urban lands
4	Implement Water Assets Mgmt. System	2022	<ul style="list-style-type: none"> • Developed digital tools and interfaces to better manage Water Rights • Established a robust operating system for well inspections
5	Reduce Conflicting Stakeholder Uses on STL	2022	<ul style="list-style-type: none"> • Completed study to identify locations for Solar energy infrastructure on STL • Initiated studies to evaluate mineral and other subsurface asset values on STL

#	FY24 Annual Objectives	Metrics	Annual Initiatives
1	Improve agency transparency and public perception	<ul style="list-style-type: none"> • Rule revisions approved by GRRC • Revised website & portals released • Inquiry response time reduced • Lease boilerplates updated 	<ul style="list-style-type: none"> • Review and update Rules: Section 12 / Chapter 5 • Update agency website and customer portals to clearly identify processes, procedures, FAQs and application review times • Analyze inquiry database to identify opportunities for improved stakeholder engagement and customer service • Conform the standard lease language and acceptance criteria with the rule revisions and the Governor's policies
1	Increase the response time and efficiency agency operations	<ul style="list-style-type: none"> • OASIS system taken offline • No. of positions created • No. of succession gaps identified 	<ul style="list-style-type: none"> • Complete OASIS to Salesforce transition project • Identify, create and recruit key customer support positions • Research implementation a 3rd party insurance monitor • Simplify the lease and permit application processes • Begin succession planning work
2	Maximize revenue streams	<ul style="list-style-type: none"> • Achieve AG's audit schedule • No. rate tables reviewed • No. new zoning banks enacted 	<ul style="list-style-type: none"> • Support Auditor General's Performance Audit ASLD • Continue evaluation of rental rates for all leases & permits • Continue creation Zoning Banks
3	Improve the management and administration non-Urban Lands	<ul style="list-style-type: none"> • MOUs signed • Established standards & protocols • No. STL acres treated by DFFM 	<ul style="list-style-type: none"> • Enter into MOUs with ASMI and ASPT • Develop an encampment mgmt. plan consistent with the Governor's goals • Lead development of statewide standards for Field Safety Equip. & Training • Increase target wildfire mitigation opportunities with DFFM
4	Align ASLD's water processes with Governor's policies and priorities <BREAKTHROUGH>	<ul style="list-style-type: none"> • Data tables updated • Complete studies • Create a draft legal instruments 	<ul style="list-style-type: none"> • Implement Water Rights Digital tools developed in FY23 • Complete consultant studies of groundwater basins • Evaluate creation of separate legal instruments for water use on STL
5	Pursue proactive land use efforts	<ul style="list-style-type: none"> • Phase 3 project milestones • Phase 4 project milestones • Solar process materials published 	<ul style="list-style-type: none"> • Complete the hydrology studies for Superstition Vistas Planning Area • Continue land use and conservation suitability analysis in strategic areas