FY 2024 Strategic Plan and Annual Objectives

Revised

September 30, 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

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<th>Multi-Year Goal</th>
<th>Year Started</th>
<th>Progress &amp; Major Successes</th>
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| 1  | Customer Service Through Continuous Improvement | 2018         | • 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         | • 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         | • 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         | • 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         | • Completed study to identify locations for Solar energy infrastructure on STL  
• Initiated studies to evaluate mineral and other subsurface asset values on STL |
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<th>Annual Objectives</th>
<th>Metrics</th>
<th>Annual Initiatives</th>
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| 1  | Improve agency transparency and public perception     | • Rule rev’s approved by GRRC  
• No of improvements identified  
• Inquiry response time reduced  
• Lease boilerplates updated | • Review and update Rules: Section 12 / Chapter 5  
• Analyze public inquiry database to ID opportunities for improved stakeholder engagement & 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 | • OASIS system taken offline  
• No. of positions created  
• No. of succession gaps identified | • Complete OASIS to Salesforce transition project  
• Create and recruit key customer support positions  
• Research implementation a 3rd party insurance monitor  
• Simplify the application processes for Sub-surface  
• Begin succession planning work                                                                                                                                                                                                                                                                                             |
| 2  | Maximize revenue streams                              | • Achieve AG’s audit schedule  
• No. rate tables reviewed  
• No. new zoning banks enacted | • Support Auditor General’s Performance Audit ASLD  
• Continue evaluation of rental rates for leases & permits  
• Continue creation Zoning Banks                                                                                                                                                                                                                                                                                           |
| 3  | Improve the management and administration non-Urban Lands | • MOUs signed  
• Plan developed  
• No. STL acres treated by DFFM | • Enter into MOUs with ASMI and ASPT  
• Develop plan for the repair jurisdictional dams on STL  
• Increase target wildfire mitigation opportunities                                                                                                                                                                                                                                                                                                |
| 4  | Align ASLD’s water processes with Governor’s policies and priorities | • Data tables updated  
• Complete studies  
• Create a draft legal instruments | • Implement Water Digital tools developed in FY23  
• Complete consultant studies of groundwater basins  
• Create of separate legal instruments for water use on STL                                                                                                                                                                                                                                                                                           |
| 5  | Pursue proactive land use efforts                      | • Phase 3 project milestones  
• No. of Solar process materials published | • Complete hydrology studies for Superstition Vistas Planning Area  
• Publish solar locations and application materials on website                                                                                                                                                                                                                                                                                                  |