The Honorable Douglas A. Ducey  
Governor, State of Arizona  
1700 West Washington  
Phoenix, Arizona 85007

Dear Governor Ducey:

On behalf of the Arizona State Land Department (ASLD), I am pleased to submit the FY17 Annual Report, as required by A.R.S. § 37-132. The report contains a summary of ASLD's revenues, as well as efforts over the past year to improve customer service, efficiency and overall operations.

On behalf of the Trust Beneficiaries, our goal is to actively manage the Trust assets to generate revenue and enhance the Trust's value for future generations. In FY 2017, the Department generated $281.3 million for Trust Beneficiaries, an increase of $124 million over FY16. This year's revenue, by category, includes: $204.5 million in sales; $9.2 million in total royalties; $65 million in leases; and $2.7 million in fees.

Among ASLD’s operational priorities during FY17, was continuing to create a more customer-friendly online operation. In FY16, we launched a portal for customers to purchase recreational permits online for the first time in the history of the Trust, resulting in a 25% increase in the number of permits issued and allowing customers easier access to some of our services. In FY17, ASLD began the process of transitioning from the antiquated paper application to a digital online application process. This will result in efficiency enhancements and the incorporation of an electronic workflow system through which applications can be accessed and processed digitally. ASLD will go live with the electronic application portal in September 2017, and we appreciate the input of our customers in the design of the system.

Additional highlights of FY17 operations include:

- With your support, ASLD began a process improvement project in January 2017 for our Commercial Sales application process. The current process was carefully analyzed to understand and identify opportunities for improvement, and we developed a future state where an application to purchase State Trust Land will receive an initial evaluation and business decision by our Executive Management team within 25 days of initial submittal. Significant improvement in decision making speed and quality is already evident, and the team is continuing to refine the process and developing standard work
- Increased emphasis on PCI (Per Commissioner’s Initiative) sales applications to shift from a reactive to a proactive asset manager (more than 20 were filed in FY 2017), where the ASLD elects to sell mature assets that have reached an attractive market position without waiting for an applicant to drive the process
- Began a pilot project in Pima county (870 acres in Oro Valley) to create a sustainable Zoning Bank concept that will be applied as a standard model for expanding appropriate land use entitlements on Trust Land throughout Arizona. This will expand our customer base and significantly reduce timelines to both auction and built products for our customers
- Created a multi-disciplinary scoring/review team to review ROW applications for complexity at the beginning of the process. YTD, lead time for processing new ROW apps has decreased from an average of 571 days to an average of 208 days
- Began deep-dive process improvements on two critical application processes: New Rights of Way and Mineral Exploration Permits
- We have seen a 51% reduction in mitigation costs associated with trespass and illegal dumping activities (includes fencing costs, cleanup activities, and contract law enforcement) due largely to a concerted effort to spend less and increase efforts at forming partnerships with other governmental agencies and non-governmental organizations

Thank you for the opportunity to serve the Trust Beneficiaries, our customers and the State as the State Land Commissioner. The ASLD team will continue to make appreciable advancements of the interests of those we serve.

Sincerely,

Lisa A. Atkins
Commissioner

Enclosure
Total Trust Revenue FY 2007-2017

Receipts Million:
- 2007: $300 Million
- 2008: $350 Million
- 2009: $250 Million
- 2010: $150 Million
- 2011: $175 Million
- 2012: $200 Million
- 2013: $300 Million
- 2014: $225 Million
- 2015: $225 Million
- 2016: $175 Million
- 2017: $300 Million
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<th>Row Labels</th>
<th>LEASE RENTAL</th>
<th>OTHER RECEIPTS</th>
<th>PENALTY AND INTEREST</th>
<th>ROYALTY</th>
<th>SALES INTEREST</th>
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<th>Grand Total</th>
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<td><strong>Grand Total</strong></td>
<td><strong>$ 64,683,534</strong></td>
<td><strong>$ 2,670,317</strong></td>
<td><strong>$ 273,713</strong></td>
<td><strong>$ 9,176,215</strong></td>
<td><strong>$ 25,521,328</strong></td>
<td><strong>$ 178,968,178</strong></td>
<td><strong>$ 281,293,285</strong></td>
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## REVENUE BY BENEFICIARY FY 2017

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<th>BENEFICIARIES</th>
<th>TOTAL COLLECTED</th>
<th>EXPENDABLE</th>
<th>PERMANENT</th>
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<td>$140,721</td>
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<td>Military Institutes</td>
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<td>$118,810</td>
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<td><strong>GRAND TOATL</strong></td>
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## STATE TRUST LAND ACREAGE BY BENEFICIARY FY 2017

<table>
<thead>
<tr>
<th>BENEFICIARY</th>
<th>FY 1978</th>
<th>FY 2017</th>
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<tbody>
<tr>
<td>Common Schools (K - 12)*</td>
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<tr>
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*Includes County Bords
## STATE TRUST LAND USES FY 2017

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<tr>
<th>SURFACE_LEASES</th>
<th>NO_OF_LEASES</th>
<th>% OF LEASE</th>
<th>TOTAL_ACREAGE</th>
<th>% OF ACREAGE</th>
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<tr>
<td>Rights of Way</td>
<td>7,715</td>
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<th>TOTAL_ACREAGE</th>
<th>% OF ACREAGE</th>
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<td>Mineral Exploration</td>
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## FY 2017

### Beneficiary Summary

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<th>University Grants</th>
<th>A &amp; M Colleges</th>
<th>Military Institutes</th>
<th>Normal Schools</th>
<th>School of Mines</th>
<th>University Land Code</th>
<th>University of Arizona 1881</th>
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<td>ACRESCOST</td>
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<td>INCOMECOST</td>
<td>ACRESCOST</td>
<td>INCOMECOST</td>
<td>ACRESCOST</td>
<td>INCOMECOST</td>
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<tr>
<td>Mineral</td>
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## FY 2017
### Beneficiary Summary

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<tr>
<th>Institutional Grants</th>
<th>LEGISLATIVE, EXECUTIVE &amp; JUDICIAL BUILDINGS</th>
<th>MINER’S HOSPITAL</th>
<th>PENITENTIARIES</th>
<th>SCHOOL FOR THE DEAF &amp; BLIND</th>
<th>STATE CHARTABLE, PENAL &amp; REFORMATORY</th>
<th>STATE HOSPITAL</th>
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<tr>
<td><strong>SURFACELEASES</strong></td>
<td>ACRES</td>
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<td>ACRES</td>
<td>INCOME</td>
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