

State Land Department

Fiscal Year 2020 Strategic Plan

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Vision: A professionally managed department, proactively engaged in its mission in pursuit of a better Arizona.

Mission: To responsibly manage the assets of a multi-generational perpetual trust in alignment with the interests of the beneficiaries and Arizona's future.

Agency Description: ASLD manages more than 9 million acres of State Trust land 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, ASLD exercises sound stewardship principles. As a fiduciary, ASLD generates revenue for the Beneficiaries through the sale and leasing of State Trust land.

Executive Summary: The strategy of 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.

Strategic priorities are focused on the following :

- **Cultivating a Culture of Continuous Improvement:**
- **Enhancing Workforce**
- **Transitioning to Digital Age**
- **Expanding Business Opportunities**
- **Promoting Strategic External Relationships**

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Continuous Improvement	2017	<ul style="list-style-type: none"> • Implemented AMS and achieved score of 2.72 • Established new application review process to improve collaboration and decision making • Established recurring meeting cadence with stakeholders in Cultural Resources, Grazing, NRCDs and with various cities & municipalities
2	Enhance Workforce	2017	<ul style="list-style-type: none"> • Re-defined and Staffed all Tier 3 Leadership and critical Tier 2 positions • Implemented policies and protocols for staff Professional Development and training • 100% increase in Employee Engagement Score
3	Transition to Digital Age	2017	<ul style="list-style-type: none"> • Improved department-wide customer services through a Cloud-based portal allowing for on-line submission and payment of applications • Digitized all Right-of-Way legal documents • Increased sales of Recreation Permits by 40%
4	Expand Business Opportunities	2017	<ul style="list-style-type: none"> • Implemented initiatives to increase the value of STL: Zoning Banks in Scottsdale & Surprise and the "Rawhide Wash Flood Control Improvement Fund" with the City of Phoenix • Proactively brought 10 land parcels to auction, where the Land Department was the applicant
5	Strategic External Relationships	2017	<ul style="list-style-type: none"> • Established Grant Administration process • Obtained grants to improve Trailheads and manage Off-Highway Vehicle activities on STL • Established ISA with ASP&T for collaboration on future improvement projects