State Land Department  
Fiscal Year 2022 Strategic Plan

**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:** The Arizona State Land Department (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.

Our strategic priorities are focused on the following:

- **Cultivating a Culture of Continuous Improvement and Learning through AMS and Employee Development**
- **Making 100% of the Department’s Services Available On-Line**
- **Improving the Marketability of the Trust Portfolio Through Proactive Planning**
- **Promoting Strategic Partnerships and Relationships to Jointly and Economically Manage State Trust Lands**
- **Maximizing the Use of Non-General Fund Sources to Minimize the Impact of Market Cycles on Operations**

### Summary of 5 Year Strategic Priorities

<table>
<thead>
<tr>
<th>#</th>
<th>M-Y Strategy</th>
<th>Start</th>
<th>Progress &amp; Major Successes</th>
</tr>
</thead>
</table>
| 1 | Culture of Continuous Improvement and Learning    | 2017  | • AMS implementation score at 3.6  
• Increased overall Employee Engagement to 82%  
• Analyzed all application and billing processes, improved primary bottlenecks & reduced rework  
• Concluded all bankruptcy claims and lawsuits related to leasehold interests in Desert Ridge |
| 2 | Make 100% of Services Available On-line            | 2017  | • Increased % Services On-line from 10% to 100%  
• Closed the on-premise datacenter reducing capex costs and increasing overall system reliability.  
• Established Self-Service capabilities through Customer Application and Public Inquiry Portals through a Cloud-based portal - Salesforce |
| 3 | Improve Marketability of Trust Portfolio           | 2017  | • Implemented Zoning Banks to accelerate land entitlement in Scottsdale, Tucson and Queen Creek  
• Proactively brought 16 land parcels to auction, where the Department was the applicant  
• Received favorable determination from US ACOE on the Clean Water Act Sect. 404 for Desert Ridge  
• On track to achieve more than $600 million in land sales in FY 2021; the highest year on record |
| 4 | Strategic External Partnerships                    | 2017  | • Established MOUs and ISAs with DFFM, AG&F & ASP&T to better to manage non-urban lands  
• Established recurring meeting cadence with various stakeholders, cities & municipalities  
• Partnered with AGIC to release a modernized AZGeo portal, used by state agencies & local govs |
| 5 | Maximize Non-General Fund Sources                 | 2020  | • Established 7 external grants since FY 2019  
• Improved utilization on Due Diligence Fund  
• Established the "Rawhide Wash Flood Control Improvement Fund" with the City of Phoenix |

Agency Strategic Plan developed in accordance with A.R.S. § 35-122

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7/15/2021
<table>
<thead>
<tr>
<th>#</th>
<th>FY22 Annual Objectives</th>
<th>Metrics</th>
<th>Annual Initiatives</th>
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<tbody>
<tr>
<td>1</td>
<td>Improve inter/intra agency collaboration by relocating Department to 1110 W Washington</td>
<td>% of milestones met</td>
<td>Hire design consultant; hold planning workshops; complete test/fit feasibility; move to new location</td>
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<td>2</td>
<td>Improve efficiency by centralizing agency-wide document scanning, retrieving and storage process</td>
<td>% of milestones met</td>
<td>Eliminate filing backlogs; inventory all sections' files; design new workflows; implement at new location</td>
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<td>3</td>
<td>Improve sustainability by developing plan to transition all land title &amp; lease records to Salesforce</td>
<td>% of milestones met; Plan approval</td>
<td>Develop plan to migrate processes; identify internal support team; develop phased cut-over plan</td>
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<tr>
<td>4</td>
<td>Improve efficiency by transitioning all billing processes from paper to a Salesforce workflow</td>
<td>No. of processes in Salesforce</td>
<td>Categorize and map all billing processes; define standards; develop and integrate; test and release</td>
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<td>5</td>
<td>Partner with AZ Commerce Authority (ACA) to bring strategic State Trust Land (STL) parcels to market</td>
<td>No. of auctions held for ACA parcels</td>
<td>Finalize strategic parcel list; create budget projects; complete projects; schedule auctions</td>
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<td>6</td>
<td>Enhance the value of STL by proactively planning and zoning Azara Parkway in Paradise Ridge</td>
<td>% of milestones met</td>
<td>Obtain agreement from City of Phx. on traffic studies; complete public hearing; revise General Plan &amp; maps</td>
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<td>7</td>
<td>Improve the management of non-urban lands by implementing the MOUs with AGFD and DFFM</td>
<td>No. of acres treated; No. of patrols done</td>
<td>Jointly schedule acre treatments &amp; trespass patrols on STL. Execute treatments &amp; patrols per schedules</td>
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<td>8</td>
<td>Enhance the value of STL by creating a database of Natural Resources (NR) and identifying future uses</td>
<td>No. of wells inspected</td>
<td>Establish mineral site visit schedule; develop GPS well inspection process and criteria; create database</td>
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<td>9</td>
<td>Maximize non-general fund uses by improving the utilization of the Due Diligence Fund (DDF)</td>
<td>Total spent in DDF; Total recouped in DDF</td>
<td>Complete planned DD projects; hold auctions; optimize DD spend and recovery work-flows</td>
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<tr>
<td>10</td>
<td>Maximize non-general fund uses by utilizing the Drought Mitigation Revolving Fund (DMRF)</td>
<td>No. of DMRF grants applied for</td>
<td>Develop list of potential projects; partner with ADWR to prioritize projects, apply for grants</td>
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