



TRUST LANDS ADMINISTRATION

SUPPORTING SCHOOLS AND INSTITUTIONS



STRATEGIC PLAN

FY 2025-26

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Letter from the Executive Director

Trust Lands Community,

As the Executive Director of the School and Institutional Trust Lands Administration, I am excited to share with you an ambitious and forward-thinking strategic plan that will guide our agency's direction in the future. This plan is an update to the original plan released May 2023, and the result of thorough analysis, collaboration, and a shared commitment to the mission of our agency.

At Trust Lands Administration, our purpose is to maximize return for our beneficiaries – Utah's K-12 public schools and other important institutions, from the lands granted in trust at statehood. The funding we provide allows schools to meet the individual academic needs of their students, as determined by parents and educators closest to these needs. It also helps fund the missions of other important institutions in our state.

The foundation of our strategic plan rests on four pillars: managing our assets, investing in our team, outreach efforts, and improvements to our business systems and technology.

We effectively manage our assets by preserving, protecting, and enhancing the value of state trust lands for the good of our beneficiaries of today and our beneficiaries of the future. We will continue finding innovative ways to manage these lands to provide an ever-growing funding source for our beneficiaries.

To effectively manage these assets, we will rely on the knowledge and dedication of our team members. We will continue to develop our team so they have the tools to excel at their jobs and increase their professional development opportunities. We will foster a culture of collaboration and belonging.

We will forge new connections with interested parties, including communities benefiting from economic development activities on trust lands. We will also increase our outreach to industries interested in doing business on trust lands.

Many of these efforts will require upgrades to existing technologies, allowing us to work more efficiently and better serve those with whom we do business.

I am excited about the possibilities that lie ahead and the positive impact we can achieve through this strategic plan. I am privileged to lead this work every day.

Sincerely,

A handwritten signature in dark ink, reading "Michelle E. McConkie". The signature is fluid and cursive, with the first name "Michelle" and last name "McConkie" clearly legible.

Michelle E. McConkie, Executive Director

Vision, Mission and Values

Trust Lands Administration Vision Statement

We see a bright future for Utah with the revenue generated for our beneficiaries through evolving and strategic land and resource management.

Trust Lands Administration Mission Statement

We enhance the value of trust lands and maximize a return for our beneficiaries – public schools and other important institutions, while facilitating economic development. We generate revenue through natural resource exploration and leasing, and energy, real estate, and surface resource development. We manage our trust lands according to constitutional mandate and our fiduciary duty. We support our beneficiaries and all of Utah through thoughtful stewardship of trust assets, both now and for the future.

Trust Lands Administration Core Values

Duty-Bound – As trustee, we manage trust lands in the most prudent and profitable manner possible, consistent with the best interests of our beneficiaries.

Forward-Thinking – We generate revenue from trust lands to benefit current and future beneficiaries, all through the lens of a perpetual trust.

Value-Driven – We provide lasting change in Utah by transforming trust lands assets into revenue for our beneficiaries and economic benefits to local communities.

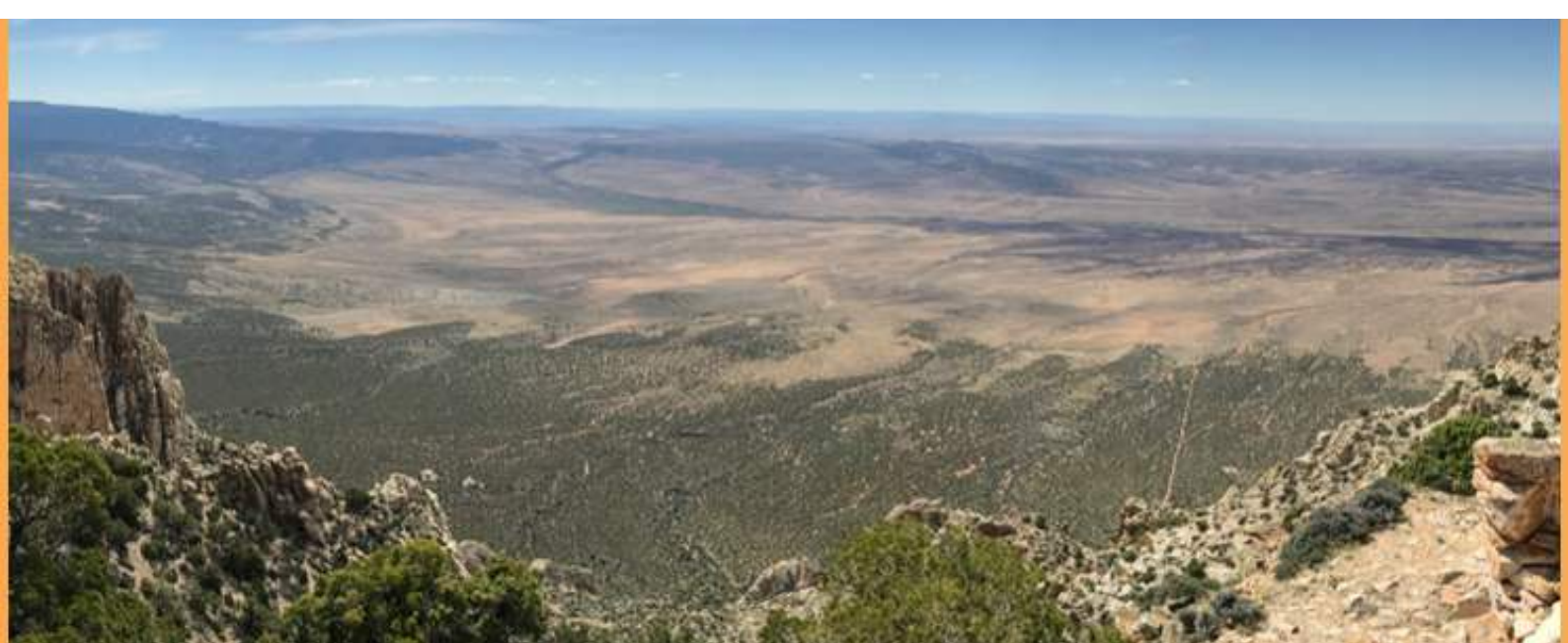
Stewardship – We are committed stewards of Utah's trust lands. We responsibly manage the 3.3 million surface acres and 4.4 million mineral acres held in trust.

Professional Development – We provide team members with a supportive and personally engaging work environment that enables them to thrive through professional growth and development opportunities.

Plan Implementation

Simply having a plan does not ensure its implementation. Trust Lands Administration is committed to taking specific measures to implement this strategic plan and measure progress toward its realization. Specifically, Trust Lands Administration will:

- Create an action plan to identify the timeline, necessary budget and resources, and leader for each strategy to be accomplished.
- Evaluate the success of each strategy according to the established performance measures annually.
- Utilize the Strategic Plan as the basis for budgetary requests.
- Refer to the Strategic Plan in Board of Trustees' meetings and other significant conversations.
- Adjust the Strategic Plan as necessary to establish effective goals, objectives, strategies, and performance measures.



Key Themes and Major Findings

Strengths

- Diverse skill sets of team members
- Team members are willing to cross-train and work outside their area of expertise
- Historically low turnover due in large part to team member satisfaction and engagement
- Clear mandate and team members that are inspired and motivated by the mission
- Independent nature enables us to be more nimble in responding to markets, needs and opportunities by reducing red tape
- Operational functions are actively engaged in accomplishing mission
- Our activities spur economic development for local communities
- Board members are selected for and bring industry expertise

Challenges and Opportunities

- Trust lands are perceived as public or state lands and not as lands held in trust for the benefit of specific beneficiaries
- Ongoing need for constant outreach to county commissioners, legislators, beneficiaries, education communities, community councils, etc.
- Energy and real estate, historically the largest contributors to revenue, are more susceptible to market forces. Therefore, the business model needs to be flexible in order to adapt to changing market dynamics
- Difficulty remaining competitive with private industry wages and upward mobility
- Utilize our expertise in GIS, IT, and other operational groups
- Continuing need for communication among operations, business groups, and field offices
- Increasingly difficult to mitigate public use and degradation of land

Goals

Through facilitated strategic planning sessions, Trust Lands Administration leadership arrived at the following high-level directives:

1. Asset Management

Continue to innovate and monetize assets through leases, sales and other methods, while preserving, protecting and enhancing the value of lands held in trust for current and future beneficiaries.

2. Invest in the Team

Develop the most qualified and cohesive team possible. Cultivate a culture of professionalism and efficiency by providing team members with educational opportunities and tools to thrive in their jobs. Ensure equity in professional development opportunities through structured coaching, continual feedback, and equitable investment in all team members.

3. Outreach

Forge new connections with our beneficiaries, government and industry partners, trust system team members, community councils, and others. Develop awareness throughout government and the public of the work we do. Collaborate with community leaders about the economic benefits to their communities from development and other activities on trust lands in their jurisdictions and work with those leaders to identify new opportunities.

4. Business Systems and Technologies

Upgrade and integrate new business systems and technologies that allow us to work with greater efficiency to better serve interested parties.

Goal 1 - Asset Management

The Trust Lands Administration incorporates innovative asset management practices to generate maximum revenue, while preserving, protecting and enhancing the value of trust lands for current and future beneficiaries.

Objective 1.1

Compile information about the characteristics and revenue potential for trust lands into easily accessible formats that can guide future pro-active business decisions.

- **Strategy 1.1.1** Integrate mineral library with GIS tools.
- **Strategy 1.1.2** Complete asset inventory of other land characteristics and tie information into Business System and GIS tools.
- **Strategy 1.1.3** Estimate and track values for land in portfolio on a recurring basis to inform business decisions.
- **Strategy 1.1.4** Compile and update asset management plans for large land blocks.

Objective 1.2

Effectively maintain the value of the trust asset portfolio through proactive land stewardship.

- **Strategy 1.2.1** Identify land stewardship needs and concerns such as wildfire risk and unauthorized use of trust lands.
- **Strategy 1.2.2** Evaluate staffing and budgetary needs to address the identified land stewardship needs.



Goal 1 - Asset Management

Performance Measures

1. Percentage of mineral library documents integrated into GIS
2. Percentage of land characterized
3. Percentage of lands valued
4. Number of large land block asset management plans completed
5. Number of land stewardship needs identified
6. Completed analysis of land stewardship budgetary and staffing needs



Goal 2 - Invest in the Team

The Trust Lands Administration develops a qualified and cohesive team and cultivates a culture of professionalism and efficiency.

Objective 2.1

Improve management skills and communication throughout the organization.

- **Strategy 2.1.1** Develop and establish leadership development curriculum for all levels of management.
- **Strategy 2.1.2** Each internal group holds team building activities.
- **Strategy 2.1.3** Conduct annual employee feedback survey.

Objective 2.2

Promote professional development for all team members.

- **Strategy 2.2.1** Require all team members to select and pursue an annual professional development goal in coordination with their supervisors.

Objective 2.3

Team members receive regular feedback regarding performance expectations.

- **Strategy 2.3.1** Establish annual goals with all team members and review them quarterly.
- **Strategy 2.3.2** Conduct annual performance reviews with all team members.

Goal 2 - Invest in the Team

Performance Measures

1. Number of leadership training sessions conducted
2. Number of team building activities held by each group
3. Feedback scores improve over time
4. Percentage of team members that have set annual professional development goals
5. Percentage of team members who have met annual professional development goals
6. Percentage of team members receiving quarterly check-ins
7. Percentage of team members receiving annual performance reviews



Goal 3 - Outreach

The Trust Lands Administration cultivates connections with interested parties and develops awareness of trust lands and their purpose throughout the public and private sector.

Objective 3.1

Understand opportunities and concerns within local communities. Ensure state and local officials are aware of future and ongoing projects on trust lands.

- **Strategy 3.1.1** Meet regularly with municipal, county, and state entities and other interested parties to discuss matters related to trust lands.
- **Strategy 3.1.2** Create an informal working group including legislators, local officials, industry representatives and TLA representatives to determine additional steps TLA could take to improve communication.
- **Strategy 3.1.3** Send regular region-specific newsletters to local officials and legislators. Utilize agency regional meetings to gather information.
- **Strategy 3.1.4** Produce an annual report and make it available to all interested parties.

Objective 3.2

Maintain consistent communication with trust beneficiaries.

- **Strategy 3.2.1** Meet regularly with the Land Trusts Protection and Advocacy Office and provide information on TLA projects.

Goal 3 - Outreach

Performance Measures

1. Regular meetings are held with public officials or other interested parties
2. Number of meetings held with informal working group
3. Number of newsletters sent to local officials and legislators
4. Creation of annual report
5. Regular meetings held with LTPAO



Kayenta
Photo by Chibi

Goal 4 - Business Systems and Technologies

The Trust Lands Administration implements software systems and technology to work with greater efficiency.

Objective 4.1

Identify and implement replacement of document management system.

- **Strategy 4.1.1** Utilize an internal working group to identify document management requirements, establish project milestones, and evaluate potential systems.
- **Strategy 4.1.2** Create implementation and transition plan for new document management system.

Objective 4.2

Identify and implement replacement of land management software system.

- **Strategy 4.2.1** Utilize an internal working group to identify system requirements, establish project milestones, and evaluate potential systems.
- **Strategy 4.2.2** Create implementation and transition plan for new land management system.



Goal 4 - Business Systems and Technologies

Performance Measures

1. Number of document management project milestones met.
2. Document management system implementation and transition plan created.
3. Number of land management project milestones met.
4. Land management system implementation and transition plan created.

