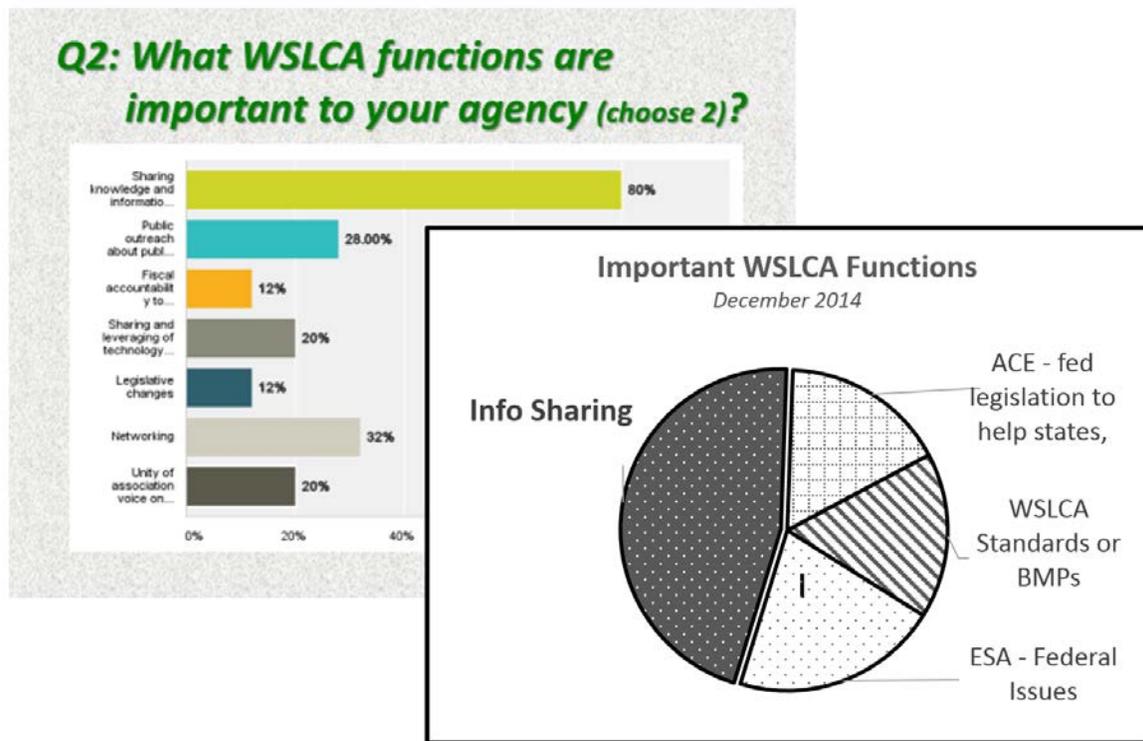


## WSLCA Data Sharing Strategic Initiative White Paper

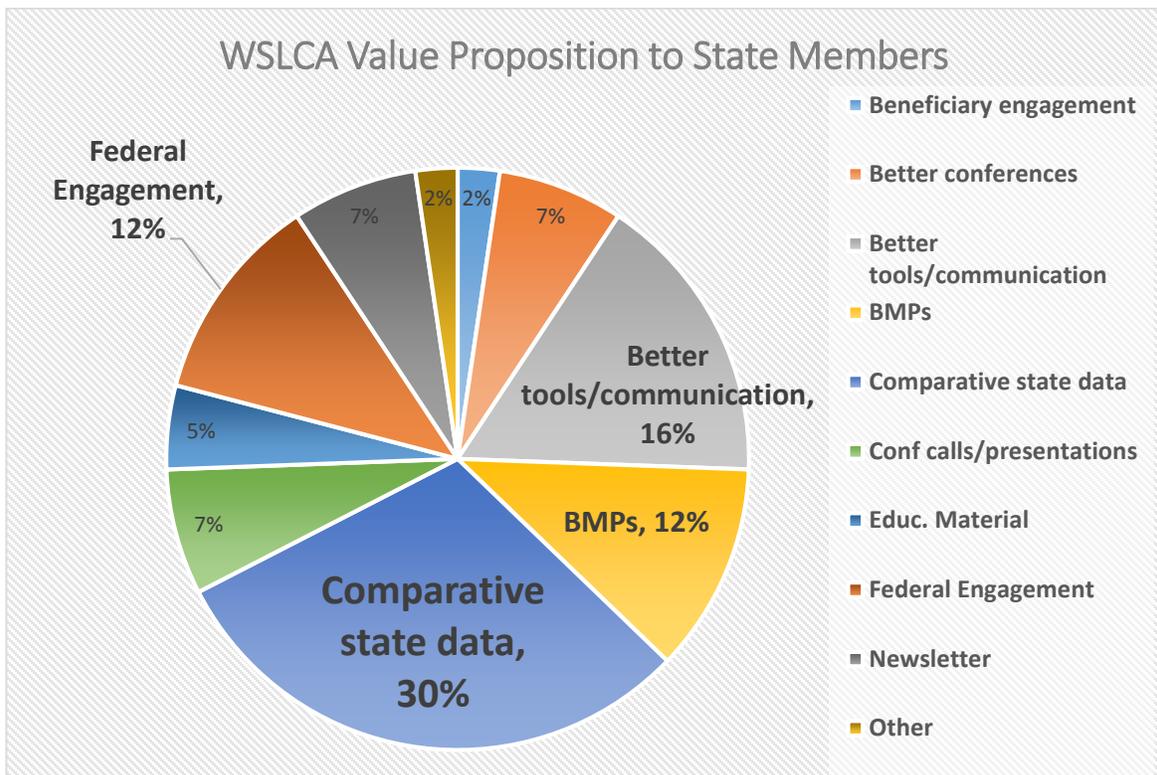
March 9, 2015

The Western States Land Commissioners Association (WSLCA) was formed in 1949 to provide a forum for state land managers, those responsible for managing state endowment trust lands and other state natural resources, to create value for its beneficiaries through leadership, education and sound land management practices. With the adoption of a strategic plan in January 2014, the association expanded its membership from 23 western states to include a select number of private corporations, other professional associations, non-profit entities and individuals who value opportunities for professional dialog and collaboration on issues of national importance. States rely on the association for information sharing about issues and as a means to help solve problems and explore new opportunities.



For decades the primary means of sharing information between members was through attendance at association conferences. Economic conditions across the nation have caused government and the private sector alike to examine the value proposition gain by member associations and conference attendance. The WSLCA has strengthened its conference agendas by focusing on strategic initiatives and national policy matters impacting a broad swath of members. To further enhance communication, some committee meetings can now be joined via conference call line, and speaker materials are posted on the website after each conference for access by those unable to attend. Continuing to develop better communication channels is essential.

A number of recent member surveys highlight the need for the association to proactively address communication in a variety of ways, such as regular newsletters, a better website, webinars and committee activities occurring in between face to face conferences. Another highly valued need expressed by members is access to a data sharing website where comparative information across the states could be organized and quickly accessed. Over 30% of WSLCA members have immediate need of quality, easy to access comparative state data like financial and land performance, lease templates, royalty audit scripts, job descriptions, policy analysis and best management practices. Funding this resource is considered an association priority and was identified in 2013 as part of its long-range strategic plan initiatives.



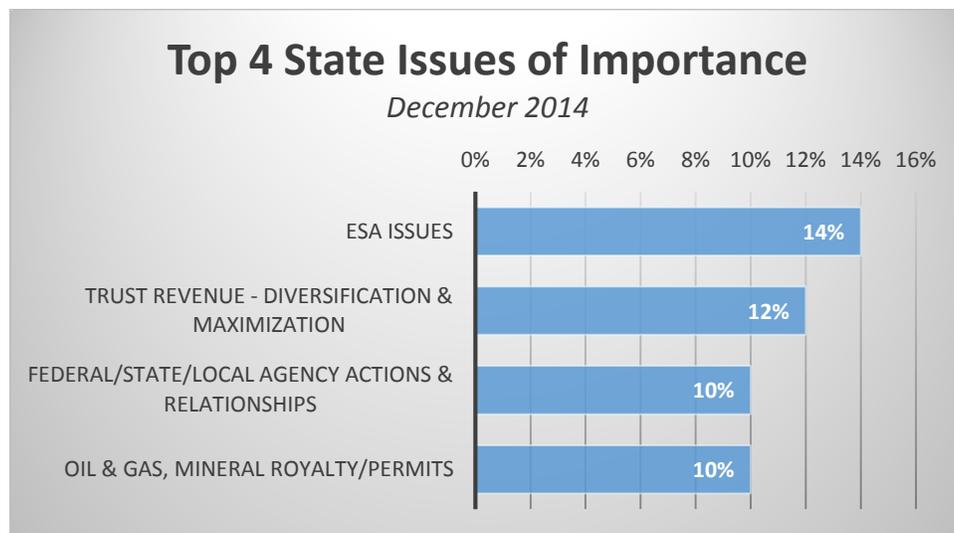
### COLLABORATION TO ACHIEVE THE GOAL

It is clear that association strategic goals and strategies, if executed well and more rapidly, can bring about significant value to the membership. The association has made gains toward strengthening its infrastructure and stabilizing annual funding. Despite these positive steps, capacity does not yet exist to separate the website from a host state, nor are resources available to plan and support the needed data sharing web portal independently. However, a creative and exciting solution has presented itself.

Former Arizona Land Commissioner, Vanessa Hickman, has launched a new real estate initiative at the W. P. Carey School of Business at Arizona State University (ASU). The effort is aimed at establishing a collaborative dialogue to gather, analyze and disseminate information about issues affecting large land owners, and to help drive responsible public policy on a global scale. As the former land commissioner responsible for Arizona's 9.2 million acres of state land,

Hickman brings extensive expertise in the areas of real estate law, asset management, land-use planning and zoning, development agreements, natural resource management and state trust lands. As a beneficiary to the trust, ASU has a vested interest in the success of state land department and the revenues it generates. The ASU Large Landowner Initiative will also be responsible for the generation of business models, academic research and practical outcomes that will be beneficial to large real estate portfolios.

Clearly there is overlap in the needs of this new ASU venture and the resources available from WSLCA members that would benefit greatly by being brought together. As shown below, the top four issues of importance for the association fit tightly with the issues of any large land owner. Hickman's vision for ASU's voice in matters affecting large landowners and a continued passion for the work of state land offices would be a windfall for WSLCA to gain a platform to address many of our most pressing strategic goals and strategies.



WSLCA leadership is contemplating the creation of a special committee to focus on a creative way to meet member needs for information. The stability and support of the ASU infrastructure and the background of former land commissioner Hickman provide a unique opportunity to leverage both entity's immediate goals. Over the next several weeks, roles, responsibilities and draft budgets will be defined to explore options. Initial information priorities shown below and gleaned from WSLCA member surveys should be calibrated with committee Member Advisors. Jointly a decision and timeline between WSLCA and ASU will be created to outline the data sharing website information and structure.

WSLCA data needs, in priority order:

1. Land asset performance information
2. Financial asset (endowment trust) perform information
3. Leasing templates and transaction guides (i.e. for real estate transactions)
4. Best Practices

- a. Educating and informing boards and commissions (see some of Asset Management committee work from AZ conference)
  - b. Land management policies
5. Human resource information including job descriptions, FTE analysis, etc.
6. Policy analysis, impacts of federal decisions and policy making, etc.
7. *Eventually*, WSLCA developed land management BMPs