



AZ Parks and Trails (ASPT) 2025 -2029 Strategic Plan

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Statewide Vision: An Arizona for everyone.

Agency Vision : Arizona State Parks and Trails is the leader in sustainable outdoor recreation for current and future generations.

Agency Mission: To connect people with the outdoors and history of Arizona to build a lifetime of memories.

Agency Description: Arizona State Parks and Trails (ASPT) serves the communities of Arizona through stewardship, partnerships and conservation, and acts as an economic driver for the state. The agency manages and protects more than 30 parks and natural areas and oversees the statewide trails program, the Arizona Family Campout and statewide Off-Highway Vehicle (OHV) programs, and houses the State Historic Preservation Office (SHPO). The agency administers more than five outdoor-related and historic preservation grant programs and manages statewide outdoor recreation planning.

Resource Assumptions: Enter # of full-time employees (FTEs) and funding data by type (e.g. General fund (GF), appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)).

FY	FTEs	GF	AF	NAF	FED	Total *
25	261	\$100,000	\$20,715,700	\$8,226,900	\$1,227,400	\$30,270,000
26	261	\$2,500,000	\$22,577,800	\$25,755,900	\$10,143,600	\$60,977,300
27	272	\$0	\$27,096,300	\$19,981,200	\$10,143,600	\$57,221,200

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF

Director's Summary: In February 2025, ASPT raised fees on camping and day-use entry to the parks across the board to reinvest additional revenue back into the parks for maintenance, staffing, programming and new amenities. With this additional revenue, ASPT has expanded the Family Campout program and is operating and maintaining new broadband and wastewater infrastructure across state parks. ASPT received funding for 11 additional park staff through the FY27 budget process. ASPT's efforts to invite and welcome more people into the parks continues, including creating the Office of Outdoor Recreation to facilitate partnerships, open lines of dialogue, and tell the story of Arizona's outdoor experience on a statewide level. Additionally, the completion of the 2025 visitor survey is informing next steps in attracting first-time visitors and improving park offerings. The agency launched the Arizona Comprehensive Outdoor Recreation Network (ACORN) to bring land managers to the table together to take action on priorities to improve outdoor recreation experiences and invite more people outdoors. ASPT also continues to make progress on accessibility efforts, including partnering to provide new equipment to help users with mobility issues navigate in the parks. Recruitment and turnover for park rangers continues to be high, with pay and housing costs the largest factors in hirings and resignations. ASPT also continues to advance its statewide mission through SHPO's core preservation, review, and consultation responsibilities, which are an essential part of the agency's stewardship and partnership work.



Outcome #	Agency Five-Year Outcomes	FY Initiated	Statewide Priority Alignment	Annual Progress Towards 5-Year Outcome
1	Outcome Status: Continuing Build or re-open 200 miles of new non-motorized trails by June 2029 (Parks)	2024	Resilience, Water and the Environment - Promote Access to Recreation	FY26 Annual Objective(s): 1.1: Open 60 miles of non-motorized trails by June 2026 Target: 60 Actual: 42 5-Year Status: There are 42 miles reported to date in FY26. There are currently 103 miles completed of the 200 mile 5-year goal. There are 42.6 miles proposed in grant applications achieving 72.8% of outcome goal. Previous funding sources used to achieve this outcome (Arizona Trail Fund, Heritage Fund) are not consistently appropriated. We have strategies in place to try achieve the remaining 27% by 6/2029.
2	Outcome Status: Continuing, Complete 60 significant deferred maintenance projects by June 2029 (Parks)	2025	Resilience, Water and the Environment - Promote Access to Recreation	FY26 Annual Objective(s): 2.1: Complete 12 Significant Deferred Maintenance projects by June 2026 Target: 12 Actual: 8 5-Year Status: While 5-year outcome is on track (8 projects completed to date), successful achievement of the the FY26 objective and future projects for this outcome is tied to JCCR's approval to spend the funds and future budget approvals for major maintenance.
3	Outcome Status: Continuing Increase first time AZ State Park visitors by 5% by June 2029 (People – Visitors).	2025	Resilience, Water and the Environment - Promote Access to Recreation	FY26 Annual Objective(s): 3.1: Increase first time Family Campout Program program participation by 15% (from 33% of participants attending for the first time, to 48%) by June 2026 Target: 48% Actual: 76% 3.2: Create a process for tracking first time state park visitors by June 30, 2026 Target: 100% Actual: 95% 5-Year Status: First time family campout participants has exceeded the target and we will change the objective for the coming FY to increasing the total number of families attending. Visitor Survey (5 yr cadence) completed and results to provide first time visitor baseline. Currently designing tracking process to capture 1st time visitors beginning with special programs that invite new visitors to the parks . Tracking begins FY27.
4	Outcome Status: Continuing Increase the “ <i>Development, Learning and Innovation Index</i> ” by 5% (from 73% to 78%) by June 2029. (People – Workforce)	2025	Maximize State Talent	FY26 Annual Objective(s): 4.1 Receive 40 Innovation Hub submissions by June 2026 Target: 40 Actual: 42 5-Year Status: We exceeded our annual objective goal. The results of the 2026 statewide engagement survey were received and the “Development, Learning, And Innovation Index” increased to 76.3% toward our 5 year outcome goal of 78%



Outcome #	FY27 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1. Open 25 miles of non-motorized trails by June 2027 (State Goal)	1.1 # of miles of non-motorized trail open	1.1 Execute education plan on grant applications to rural and under-represented communities to increase participation 1.1 Collaborate with our partners to receive data on additional non-motorized trails being constructed or reopened.
2	2.1 Complete 12 Significant Deferred Maintenance projects by June 2027	2.1 # of Significant Deferred Maintenance Projects Completed	2.1 Facilitate prioritization meetings with development teams and stakeholders to ensure evaluations and priorities use a systematic approach with higher weight to critical safety, infrastructure, and ADA/accessibility priorities 2.1 Development and SHPO partnership to ensure efficient review of cultural resources documentation
3	3.1. Achieve attendance of 200 families participating in the Family Campout Program to by June 2027	3.1. # of families participating in Family Campout Program	3.1. Analyze post program follow-up ("have you gone camping/enjoyed new outdoor activities?") 60 days after the experience to evaluate program effectiveness
3	3.2. By June 2027, increase first time visitors by 1.5% through diverse program and accessibility offerings	3.2.% first time visitors	3.2 Collaborate with SHPO to create and execute plan to increase outreach to tribal and historic preservation groups to increase awareness/invite new visitors 3.2 Develop and launch program to increase program offerings in individual parks leveraging learning ("cross pollinating") and partnerships
4	4.1. Receive 30 Innovation Hub submissions by June 2027	4.1. # of Innovation Hub submissions received	4.1 Execute communication plan to increase employee understanding of and engagement with the Innovation Hub 4.1 Establish target and reporting protocols for tracking professional certifications of employees (benefiting the agency operation and visitor experience)



Stakeholder Engagement and Communication Summary.

Stakeholder Engagement Strategies:

Outcome 1: Internal engagement will involve members of the ASPT central office leadership and operations teams by quarterly operations review meetings to identify areas for partnership support. Externally we will involve trail users and grantees by annual feedback surveys to ensure the public has a voice in defining trail priorities.

Outcome 2: Internal engagement will involve agency leadership, and project managers through quarterly planning sessions to ensure transparency and alignment of safety improvements. Externally we will involve JLBC and the Governor's Office by quarterly planning meetings to ensure alignment on improving visitor experience.

Outcome 3: Internal engagement will involve ASPT central office program leadership and Park Operations through quarterly operations review identifying gaps in visitor groups and discuss of new strategies/connections to facilitate first time visitor increase. Externally we will involve park visitors and partner organizations by performing outreach to under represented groups to encourage and invite new visitors.

Outcome 4: Internal engagement will involve ASPT people managers and agency employees by discussions in scheduled 1:1 conversations and quarterly park managers meetings soliciting input on professional development needs to fill learning gaps in increase the capabilities of park staff. Externally no efforts are needed as this is an Internally focused outcome.

Stakeholder Communication Strategies:

Outcome 1: Internally we will communicate with members of the ASPT central office leadership and operations team by sharing 200 by 2030 status workbook. Externally we will communicate with trail users, grantees through updates via ASPT/ACORN website and quarterly newsletters which include survey to report miles completed toward the goal.

Outcome 2: Internally we will communicate with ASPT central office leadership and operations team by presenting dynamic workbook showing recommended projects that are approved/financed to set expectations. Externally we will communicate with JLBC and the Governor's Office presenting at all regularly scheduled update meetings and posting on social media to solidify the link between fees, allocations, and projects completed that enhance visitor experiences.

Outcome 3: Internally we will communicate with ASPT central office leadership and operations team by providing updates through team newsletters and quarterly Ops Review meetings to share strategies and first time visitor program priorities. Externally we will communicate with potential park visitors and potential partner organizations through emails with partners, and public newsletter to ensure all Arizonans and visitors feel welcome and safe at Arizona State Parks.

Outcome 4: Internally we will communicate with ASPT people managers and agency employees through updates at regional meetings, agency emails to provide opportunities for career growth and encourage sharing of innovative improvements. Externally no efforts are needed as this is an Internally focused outcome.