



# AZ State Parks and Trails (ASPT)

## 2025-2029 Strategic Plan (5 years-Static)

Agency Director:  
Strategic Planner:  
Last modified:

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7/28/2025

**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 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 State Historic Preservation Office (SHPO), and the Arizona Family Campout and statewide Off-Highway Vehicle (OHV) programs. The agency administers more than five outdoor-related and historic preservation grant programs and manages statewide outdoor recreation planning.

<b>Resource Assumptions:</b> Enter 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). <i>Include actuals for FY24 and approved for FYs 25 &amp; 26</i>	<u>FY</u>	<u>FTEs</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
	24	250	\$11,700.00	\$21,849,200	\$9,969,200	\$8,947,100	\$52,465,500
	25	261	\$100,000	\$21,048,300	\$14,787,800	\$8,823,600	\$44,759,700
*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.	26	262	2,500,000	\$21,779,600	\$14,787,800	\$8,823,600	\$47,891,100

**Progress Summary:** Guided by our strategic vision to lead in sustainable outdoor recreation and environmental stewardship, FY25 objectives aligned with our 5-Year Agency Outcomes remain on track for completion by June 2025 as highlighted on Page 2.

Notable progress in addition to the annual objectives include, the multi-year **Breakthrough** initiative to improve park accessibility under the Americans with Disabilities Act (ADA) is set to surpass year-end targets. As of Q3, 148 improvements were completed, bringing the FY25 total to 395—well above the goal of 325.

The draft 2025 Arizona Trails Plan is progressing toward final approval by Off-Highway Vehicle Advisory Group, Arizona State Committee on Trails, Arizona Outdoor Recreation Coordinating Commission, and the State Parks Board (target approval June 2025). Public comment in March–April helped shape the final draft, which reflects input from over 10,000 survey responses. The Plan outlines actionable strategies to enhance and protect both motorized and non-motorized trails statewide.

In March 2025, ASPT received two top honors at Arizona Forward’s 43rd Environmental Excellence Awards. The Kids on the Colorado River program won the Crescordia Award for Environmental Education and Communication, and the new Artist in Residence program earned the Award of Distinction in Art in Public Places.

Twenty-three agency employees earned their Certified Interpretive Guide (national designation) which benefits the visitor experience.



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#	Agency Five-Year Outcomes	Start Year	Statewide Strategic/ Operational Priority	Status / Progress
1	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	As of Q3 FY 25 the FY25 goal of 60 miles has been achieved – 60.8 miles.
2	Complete 60 significant deferred maintenance projects by June 2029 (Parks)	2025	Resilience, Water and the Environment - Promote Access to Recreation	Eight significant deferred maintenance projects were completed as of Q3 FY 25. We are on track to reach the target of 12 projects completed by the end of FY25. In addition to these projects, the agency breakthrough project to improve park accessibility under the Americans with Disabilities Act (ADA) is set to the goal of 325.
3	Increase first time AZ State Park visitors by 5% by June 2029 (People – Visitors)	2025	Resilience, Water and the Environment - Promote Access to Recreation	Work to establish baseline data of first-time visitors began in January FY25 with the start of the Visitor Survey project (a 5-year recurring project). This effort began 6 months later than targeted with the full year of data gathering expected to be completed by December 2025. Analysis then begins to establish the baseline. Educational programming targeting first time visitors began Q2 FY25-one agency wide module completed, a second to be completed by Q4 FY 25.
4	Increase the “ <i>Development, Learning and Innovation Index</i> ” by 5% (from 73% to 78%) by June 2029. (People – Workforce)	2025	Maximize State Talent	In FY25, our goal was to develop a plan to increase employee engagement. Contributing initiatives included: access to professional development, opportunities for cross-park support and launch of the Innovation Hub for all to submit innovative ideas. A composite metric was created to aggregate the 3 key survey questions that reflect learning , innovation and professional development. The “ <i>Development, Learning and Innovation Index</i> ” increased by 1.5 % in FY25.



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Current Annual Focus

Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1 Open 60 miles of non-motorized trails by June 2026 (State Goal)	1.1 # of miles of non-motorized trail open	<ul style="list-style-type: none"><li>• 1.1a Execute education plan on grant applications to rural and under-represented communities to increase participation</li><li>• 1.1b Collaborate with our partners to receive data on additional non-motorized trails being constructed or reopened.</li></ul>
2	2.1 Complete 12 Significant Deferred Maintenance projects by June 2026	2.1 # of Significant Deferred Maintenance Projects Completed	<ul style="list-style-type: none"><li>• 2.1a Facilitate prioritization meetings with development team and key stakeholders to ensure deferred maintenance priorities are current and communicated.</li><li>• 2.1b Evaluate trail accessibility opportunities for improvements beyond ADA compliance</li></ul>
3	3.1 Increase first time Family Campout Program program participation by 15% by June 2026 <b>(Breakthrough Project)</b>	3.1 % first time families	<ul style="list-style-type: none"><li>• 3.1a Analyze past program participant data establishing baseline and “single source” of participant registration</li><li>• 3.1b Design and deploy pilot process for post program follow-up (“have you gone camping?” after the program)</li></ul>
3	3.2 Establish a process for tracking first time state park visitors by June 30, 2026.	3.2 % of project milestones completed	<ul style="list-style-type: none"><li>• 3.2a Develop process (survey, QR code, verbal questions at check-in) to collect data from visitors</li><li>• 3.2b Establish input process for managing and reporting on data</li></ul>



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Current Annual Focus

Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
4	4.1 Receive 40 Innovation Hub submissions by June 2026	4.1 # of Innovation Hub submissions received	<ul style="list-style-type: none"><li>• 4.1a Execute communication plan to increase employee understanding of and engagement with the Innovation Hub</li><li>• 4.1b Establish reporting protocols for innovation project lifecycle</li></ul>

### Stakeholder Engagement Plan:

**Internal: Agency Workforce** - Updates are provided to the full agency workforce through bi-monthly Director's email Messages. Business unit leaders provided input to Annual Objectives through area specific strategy meetings. Our quarterly Operations Review meetings are a forum for updates and discussions on progress toward our goals and any course corrections needed. Additionally, new hire orientation and "Ranger 101" learning includes an overview of our agency Vision and Mission supported by the strategic plan that will get us there.

#### External:

- The AZ State Parks Board receives updates on the agency strategy and provides input periodically throughout the year.
- The agency engages regularly with "**Arizona Outdoors For All**", a comprehensive group of stakeholders who bring a broad-based range of outdoor recreation experiences to the discussion of expanding recreation access.
- Arizona State Parks receives direction and input from several committees and groups. These advisory bodies include Arizona Outdoor Recreation Coordinating Commission, Arizona State Committee on Trails, Off-Highway Vehicle Advisory Group, Historic Sites Review Committee.
- The agency engages with the public through projects such as the Arizona Trails Plan, Statewide Comprehensive Outdoor Recreation Plan (SCORP), and the Statewide Historic Preservation Plan

### Communication Plan:

**Internal: We will utilize a variety of tools and methods to communicate our Strategic Plan including but not limited to following:**

- Director's Message email published bi weekly
- Internal "intranet" posting and updates on The Summit
- Operations Review meetings quarterly

**External: Our communication to those outside the agency workforce will be done through:**

- Website posting in the Publication section
- Update presentation to the AZ State Parks Board
- Executive Leadership engaging with constituents and stakeholder communities