****

**Organizational Goals & Priorities**

**2022**

**Admin/Development**

* Encourage a healthy work environment where all staff feel valued, appreciated, informed, consulted and supported
* Implement a single database for managing members, donors and volunteers
* Retool membership and donation program
* Secure a $250,000 appropriation for the Arizona Trail State Fund
* Outreach to eligible individuals to secure donations through an IRA contribution program
* Outreach to encourage including the ATA in estate planning/legacy donations
* Raise $50,000 through AZT in a Day and complete the entire trail in 24 hours
* Increase membership retention through more frequent communications with expired members
* Recruit at least 5 more businesses to offer benefits to ATA members
* Increase total membership to 3,000 members
* Develop a partnership with an Arizona-based vintner to develop an AZT wine
* Identify opportunities to purchase land and/or easements using the Land & Water Conservation Fund
* Provide Diversity, Equity and Inclusion training opportunities for Staff and Board
* Develop an ATA Diversity, Equity and Inclusion Working Group and hold at least two roundtable meetings or virtual discussions annually
* Complete financial review for 2021
* Thoroughly review the draft USFS Comprehensive Plan for the Arizona National Scenic Trail, encourage public review and comment, and submit comments on behalf of the ATA with input from Staff and Board
* Complete quarterly reports and submit timely invoices for all federal grant agreements (Challenge Cost Share Agreements, Great American Outdoors Act, Federal Lands Transportation Program, and others)

**Trail Operations**

* Develop standard designs for Raised Cattleguard, Super Gate and Wilderness gates, and secure reliable fabrication services throughout the state.
* Develop modular rainwater collector design(s) to be used throughout the state and/or shared with other trail organizations with similar water scarcity issues.
* Remove at least 120 unnecessary fiberglass sign posts statewide
* Install at least 10 new gates and/or raised cattleguards
* Complete of at least 13 miles of new trail construction along the Temporal Gulch Reroute
* Remove the official AZT away from Harshaw Road, Highway 82 and Temporal Canyon Roads
* Complete trailhead and connector trail at Casa Blanca Canyon Road
* Raised Cattleguard upgrades at five locations between Santa Rita Road and Kentucky Camp
* Complete layout and design for sustainable route to remove the trail from Forest Roads on Passage 5 (Santa Rita Mountains)
* Begin construction of Oak Tree Canyon Trailhead
* Replace fiberglass sign posts with steel signs along Passages 7 and 8 within Pima County
* Begin layout and design of a new route to remove the AZT from Forest Roads and unsafe/unsustainable grades along Passage 12 (Oracle Ridge)
* Complete construction of a Remote Rainwater Collector at Freeman Road Trailhead
* Telegraph Fire Remediation between Picketpost Mountain and the BLM/Forest Boundary
* Complete design of reroute around the “Big Dip” within Superstition Wilderness
* Bush Fire Remediation within Four Peaks Wilderness
* Completion of 3.5 miles of new trail construction along the AZT Sunflower North Reroute Project
* Spring rehabilitation at Pigeon Spring
* Support upgrades to the Highline Passage as part of the Highline Restoration Project
* Complete design of reroute near East Clear Creek to remove the trail from roads and improve sustainability and user safety in and out of the canyon.
* Complete design of reroute off Anderson Mesa to remove the trail from roads and improve trail safety and sustainability
* Complete construction of Walnut Canyon Reroute (3 miles)
* Installation of new interpretive sign within Walnut Canyon National Monument
* Complete design of the Maverick Singletrack Project to remove the trail from dirt roads between Kelly Tank and Babbitt Ranch
* Secure Partnership Agreement with Grand Canyon National Park
* Complete construction of the 3-mile Mangum Reroute to remove the trail from alignment along canyon bottom within the Mangum Fire burn scar
* Complete construction of the 1.5-mile Orderville Reroute
* Repair damage from post-fire flooding at the northern terminus

**Volunteer Program**

Our commitment to volunteers and providing safe and rewarding volunteer opportunities remains paramount, as volunteers are the backbone of this organization. We will continue to provide safe and rewarding volunteer opportunities to retain existing volunteers and engage new individuals, groups, organizations and businesses. Specific goals for 2022 include:

* Provide on average one public volunteer opportunity per week (52 events throughout the year) including Trail Skills Institute Sessions, Steward Trainings, Volunteer Vacations, volunteer weekends, and single-day stewardship events
* Deliver bimonthly online stewardship trainings to welcome new Stewards and keep existing stewards informed and engaged
* Exceed pre-COVID volunteer hour totals (benchmark: 22,400 from 2019)
* Focused outreach efforts to organizations engaging diverse populations for opportunities to experience the trail both as a recreational resource and a place to build community through volunteerism - including BIPOC, LGBTQ+ and differently abled groups. Our goal is to establish functional relationships with at least 4 such groups in the year which may include participating in their activities or hosting activities on the AZT
* Offer 1 Sawyer Training and 1 First Aid Certification course for AZT Volunteers
* Expand the reach of the Video Trail Skills Series to reach 1,000 views
* Engage at least 3 new regular volunteers to assist with office and admin duties
* Recruit, hire and train a Volunteer Program Intern

**Veterans Program**

* Engage double the total number of veteran participants from 2021 (benchmark: 84)
* Provide at least 8 veteran-specific events and/or engagements
* Positively impact at least 15 miles of the AZT through veteran volunteerism
* Partner with at least three veteran-owned/operated nonprofits and/or businesses
* Engage indigenous veterans through Veterans Affairs offices
* Become a certified VSO (Veteran Services Officer) to better serve veterans with mental health issues on and off the trail
* Register the AZT VETS Program as a “Be Connected” community partner
* Create at least 8 meetup opportunities off the trail for veterans throughout the year

**Youth Outreach & Education**

* Partner with at least 22 schools or youth programs statewide in the ATA’s Seeds of Stewardship Program
* Hire 2 new Youth Outreach & Education Associates to support programs in Southern and Northern Arizona
* Provide educational opportunities for at least 30 individuals through the After School on the AZT program
* Develop and launch a quarterly newsletter
* Double the total number of participants in the Gear Girls program and develop a Junior Coaches program
* Host an Ancestral Skills Workshop for youth participants
* Engage at least 10 new youth through the Ambassadors program

**Gateway Communities**

* Install at least 4 informational kiosks within AZT Gateway Communities
* Continue Gateway Community outreach and hold at least two meetings annually

**Social Media**

* Increase engagement by 18% across all platforms (combined)
* Secure at least 4 Social Media Ambassadors to help represent the ATA and AZT within a diversity of online communities

# Government Affairs

* Participate in annual Hike the Hill and advocate for priorities identified by the Partnership for the National Trails System
* Engage lawmakers at the state and federal level to increase awareness of the Arizona Trail and ATA, advocate for increased funding, and support new legislation that will have a net gain to the trail, trail corridor, and ATA mission and vision
* Outreach to ATA members to support proposed legislation that is beneficial to the AZT and ATA, and encourage opposition to legislation that is detrimental
* Advocate for a non-lapsing annual appropriation for the Arizona Trail State Fund
* Advocate for refunding the Arizona State Parks Heritage Fund
* Advocate for the Grand Canyon Protection Act being signed into law