



Arizona Game and Fish Department (AZGFD) 2025 -2029 Strategic Plan

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Statewide Vision: An Arizona for everyone.

Agency Vision: To be the national conservation leader supporting the continuation of the North American Model of Wildlife Conservation and Arizona's most trusted, respected and credible source for wildlife conservation products, services and information.

Agency Mission: To conserve Arizona's diverse wildlife resources and manage for safe, compatible outdoor recreation opportunities for current and future generations.

Agency Description: The Department carries out its mandates under policy direction of the five-member Arizona Game and Fish Commission. The Department is part of the executive branch of Arizona state government. State law mandates that the Department manage Arizona's wildlife resources, regulate watercraft use, enforce off-highway vehicle laws, and develop and operate shooting ranges. Implementing rules and policies, the Department: takes actions to conserve; preserve; manage wildlife; enforce laws that protect wildlife, public health and safety; and provide information and safety education programs.

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	561.2	\$0	\$40,754,100	\$42,752,200	\$54,372,400	\$137,878,700
26	669.4	\$0	\$48,505,500	\$54,037,000	\$59,059,400	\$161,601,900
27	669.4	\$0	\$48,271,400	\$53,787,300	\$59,309,100	\$161,367,800

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

Director's Summary: Receiving no General Fund dollars, the Department's self generating revenue model is critical to fund operations, serve its customers and all Arizonans, and meet its wildlife conservation, public safety & outdoor recreation mission. The Department exceeded its fiscal year revenue target, contributing sources included record hunt draw applicants, including Copper State Draws and increased donations. The multi-year outcomes that support the Governor's Resilience, Water, and the Environment and Infrastructure priorities are on track and progressing to the next milestones. Emergency Action Plans and Table Top Exercises with Stakeholders for high hazard dams are progressing. Benefitting the quality of life and rural economies, while generating revenue for the Department; one-time Appropriation funding will also facilitate Phase 3 hatchery renovations to occur which maintains recreational opportunities and angler satisfaction. Over \$25M of external funding has been secured for wildlife connectivity projects across the state and includes project collaboration with Arizona Department of Transportation for interstate overpasses, these infrastructure improvements will increase public safety and conserve wildlife.



Outcome #	Agency Five-Year Outcomes	FY Initiated	Statewide Priority Alignment	Annual Progress Towards 5-Year Outcome
1	Outcome Status: Updated To maintain the current business model, the Department will increase sustainable discretionary revenue by \$4M (FY24 baseline of \$54.2M to 58.2M) by June 2029.	2025	Resilience, Water, and the Environment - Promote Access to Recreation	FY26 Annual Objective(s): 1.1: Generate \$1M through sustained discretionary revenue-generating initiatives. Target: \$1M Actual: \$1.7M 5-Year Status: The Department is currently exceeding its annual objective through strong participation in hunt draws and other discretionary revenue initiatives, including Copper State Draw and donation opportunities, and remains on track to achieve the cumulative \$4M target by 2029. These efforts help sustain the Department's business model and support continued operations without the use of General Fund dollars.
2	Outcome Status: Continuing The Department will complete all identified and funded actions at 2 high hazard dams by June 2029.	2025	Resilience, Water, and the Environment - Promote Access to Recreation	FY26 Annual Objective(s): 2.1: Complete 9 milestones for the Design of Black Canyon Dam Target: 9 Actual: 8 2.2. Conduct 100% of inspections of all dams identified on the FY26 schedule. Target: 8 Actual: 8 5-Year Status: The Department will partially meet this 5yr Outcome. In cooperation with Arizona Department of Water Resources, the Department has completed all scheduled inspections and continued with designs for the Black Canyon Dam. These milestones help identify risks, maintain compliance and meet long term planning needs to improve dam safety and protect public safety, especially at these 2 high hazard dams.



Outcome #	Agency Five-Year Outcomes	FY Initiated	Statewide Priority Alignment	Annual Progress Towards 5-Year Outcome
3	Outcome Status: Updated The Department will increase and maintain an average satisfaction of surveyed anglers in stocked waters at 90% by June 2029.	2025	Resilience, Water, and the Environment - Promote Access to Recreation	FY26 Annual Objective(s): 3.1: Complete 23 priority hatchery maintenance projects Target: 23 Actual: 17 3.2: Initiate solicitation and contracting for 4 hatchery facility designs and improvements Target: 8 Actual: 8 3.3: Create recreational opportunities by stocking 730K lbs of Sportfish Target: 730,000 Actual: 699,081 5-Year Status: The Department remains on track to increase and maintain angler satisfaction in stocked waters through continued investment in hatchery infrastructure, facility modernization, and statewide sportfish stocking efforts. Together, these actions help sustain long-term fish production capacity and support consistent, quality fishing opportunities for Arizona anglers. The Department's current angler satisfaction rate is 80%.
4	Outcome Status: Continuing In collaboration with the Arizona Department of Transportation, to conserve wildlife and protect motorists, the Department will complete 100% of identified wildlife connectivity milestones for the Willard Springs I-17 project by June 2029.	2025	Infrastructure - Safe and Modern Transportation	FY26 Annual Objective(s): 4.1: Conduct 11 milestones to improve Wildlife Connectivity & Resilience Target: 11 Actual: 7 5-Year Status: In cooperation with the Arizona Department of Transportation, the Department remains on track to complete the identified wildlife connectivity milestones for the Willard Springs I-17 Project by June 2029. To date, the Department has completed 63% of the projects identified milestones. Advancing this project supports public safety by reducing wildlife-vehicle collisions while improving wildlife movement along the I-17 corridor.



Outcome #	FY27 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1 Generate \$1M through sustained discretionary revenue-generating initiatives to fund priorities like hatchery infrastructure and dam risk assessments by June 30, 2027.	1.1 Dollars of Discretionary Revenue Generated	1.1 Offer and promote two Copper State Draws per year. 1.1 Develop and implement an online annual giving opportunity: Conservation Membership packages. 1.1 Solicit employee generated ideas for new products and services.
2	2.1 Complete 7 design milestones for the Black Canyon Dam (including 1 carried over from FY26 and 6 new milestones) by June 30, 2027. 2.2 Conduct 14 inspections on dams identified on the FY27 schedule by June 30, 2027.	2.1 # of Design Report Milestones Completed 2.2 # of Inspections	2.1 Receive quarterly design progress updates from the contracted professional services firm. 2.1 Apply for grants to secure funding for construction, cost will be determined as design is completed. 2.2 Coordinate with the Arizona Department of Water Resources on annual dam inspections to prioritize risks and maintenance needs.
3	3.1 Complete 15 priority hatchery maintenance projects (including 6 carried over from FY26 and 9 new milestones) to meet customer expectations and support revenue generation by June 30, 2027. 3.2 Complete preliminary designs at two hatcheries and a final design at one hatchery by June 30, 2027. 3.3 Create recreational opportunities by stocking 730K lbs of Sportfish by June 30, 2027.	3.1 # of Medium and High Priority Hatchery Completed 3.2 # of Projects in Design Phases 3.3 Pounds of Sportfish Stocked	3.1 Identify hatchery maintenance projects using a prioritization matrix evaluating biosecurity, production, safety, regulatory compliance and cost. 3.2 Secure funding for needed large scale renovation and modernization projects for hatcheries. 3.2 Track completion of facility designs. 3.3 Perform creel surveys and evaluate the response data for angler satisfaction at stocked waters.
4	4.1 Conduct 11 milestones to improve Wildlife Connectivity & Resilience (including 4 carried over from FY26 and 7 new milestones) by June 30, 2027.	4.1 # of Connectivity Milestones Achieved	4.1 Conduct monitoring to evaluate and report on success of mitigation measures for vehicle-wildlife collisions and habitat fragmentation. 4.1 Provide input on implementation of milestones through attendance of weekly meetings and field reviews. 4.1 Promote landscape permeability and reduce wildlife-related collisions through connected wildlife crossings, fence projects, vegetation treatments, etc.



Stakeholder Engagement Strategies:

Outcome 1: Internal engagement will involve executive, marketing, budget, and customer service staff, and the Commission by regular coordination meetings to ensure alignment. Externally we will involve hunters, anglers, and new customers by conducting public outreach efforts to build awareness and support for revenue generating initiatives.

Outcome 2: Internal engagement will involve executive and support services staff by regular coordination meetings to provide project direction and updates. Externally we will involve the Arizona Department of Water Resources, Arizona Department of Administration Risk Management Division, and contractors by monthly and quarterly meetings to maintain progress toward completion.

Outcome 3: Internal engagement will involve executive, aquatic, and marketing staff, and the Commission by regular coordination and planning meetings to maintain communication and alignment. Externally we will involve anglers and land management agencies by surveys, outreach, and stakeholder meetings to gather feedback on angler satisfaction.

Outcome 4: Internal engagement will involve executive, wildlife management, and support services staff, and the Commission by project coordination meetings to keep project implementation on track. Externally we will involve the Arizona Department of Transportation, US Forest Service, and non governmental organizations by interagency coordination and partner collaboration to support project implementation.

Stakeholder Communication Strategies:

Outcome 1: Internally we will communicate with executive, marketing, budget, and customer service staff, and the Commission by providing leadership updates and internal department messaging to increase awareness of revenue efforts. Externally we will communicate with hunters, anglers, and new customers by strategic outreach campaigns to increase revenue through the sale of Department products and services.

Outcome 2: Internally we will communicate with executive and support services staff by providing monthly briefing documents to ensure project alignment. Externally we will communicate with the Arizona Department of Water Resources, Arizona Department of Administration Risk Management Division, and contractors by stakeholder briefing meetings to support project completion efforts.

Outcome 3: Internally we will communicate with executive, aquatic, and marketing staff, and the Commission by coordination meetings and planning sessions to support angler engagement and satisfaction efforts. Externally we will communicate with anglers and land management agencies by monthly fishing reports and stakeholder outreach to monitor angler satisfaction trends.

Outcome 4. Internally we will communicate with executive, wildlife management, and support services staff by Commission meeting updates and staff meetings to address project needs and coordination. Externally we will communicate with the Arizona Department of Transportation, US Forest Service, non governmental organizations, and motorists by coordination meetings and public outreach to support project completion and motorist safety goals.