

Statewide Vision: An Arizona for everyone.

Agency Vision : Arizona is the premier destination for business and innovation anywhere in the world, with an economy that drives advancement and delivers opportunity for all Arizonans.

Agency Mission: To continually grow and strengthen Arizona’s economy by helping businesses in targeted, high-growth industries create quality jobs statewide for Arizona citizens.

Agency Description: The Arizona Commerce Authority (ACA) was established in 2011 as a public-private partnership whose primary objective is advancing and diversifying the state’s economy, primarily through high-value job creation. The ACA serves as Arizona’s leading economic development organization, leading and coordinating economic development and marketing efforts throughout the state.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u> [^]	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23			\$41,050,000	\$5,000,000	\$18,204,900	\$8,095,200	\$64,254,900
24			\$62,650,000	\$0	\$77,238,300	\$63,088,400	\$139,888,300
25			\$13,550,000	\$0	\$138,116,200	\$123,900,000	\$151,666,200

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

[^]ACA is not included in the state FTE allocations.

Executive Summary:

To achieve its core mission, the ACA uses a three-pronged strategy focused on attracting businesses to Arizona, growing Arizona’s existing businesses and creating new Arizona businesses.

The ACA executes these three strategies through ten specific tactics:

1. Monitor & Advance Arizona's Global Competitiveness
2. Communicate Arizona's Premier Attractiveness Worldwide
3. Grow Arizona's Skilled Workforce Statewide
4. Lead Arizona's Economic Development Efforts
5. Drive Economic Growth Statewide With a Focus on Rural Arizona
6. Increase Arizona's Leadership in Cutting Edge Technologies
7. Establish Arizona as the High-Tech Manufacturing Capital of the U.S.
8. Scale Arizona's Thriving Entrepreneurial Ecosystem
9. Encourage Strategic Infrastructure Development
10. Expand & Leverage International Business Relationships

Summary of 5-Year Agency Outcomes
(Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Attract and grow business in Arizona creating 100,000 projected new jobs by June 2029.	FY'25	Affordable and Thriving Economy	This is an ongoing priority. This outcome demonstrates the effectiveness of business attraction and expansion efforts. In FY24, the ACA worked with businesses that committed to create 24,251 jobs across the State.
2	Attract and grow business in Arizona creating \$20 billion in capital investment by June 2029.	FY'25	Affordable and Thriving Economy	This is an ongoing priority. This outcome demonstrates the effectiveness of business attraction and expansion efforts. In FY24, ACA worked with businesses to attract over \$50 Billion in capital investments. This landmark outcome far exceeds the projected annual investment target of \$4 Billion.
3	Support 5,000 unduplicated small businesses across the state by June 2029.	FY'25	Affordable and Thriving Economy	This is a new outcome measure. ACA aims to support a healthy environment for new businesses to thrive in Arizona. This will be achieved through support of small business which includes programing and connections to capital and other resources.
4	Increase percentage of AZ households with access to broadband from 87.7% to 100% by June 2029.	FY'25	Infrastructure	Through the Arizona Broadband Office, ACA will manage the Arizona Broadband Development Grant (ABDG) and Broadband Equity Access and Deployment (BEAD) programs to support the Governor's priority to narrow the digital divide.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	Support the creation of 20,000 projected new jobs (with a focus on high-wage target industries) by June 2025.	Number of projected new jobs created	<p>Conduct targeted outreach to high-wage industries with a focus on advanced manufacturing in key global and domestic markets.</p> <p>Execute marketing campaigns leveraging paid, owned and earned mediums to showcase Arizona as a premier business location for targeted high-wage industries.</p>
2	Attract \$4 billion in capital investment by ACA clients by June 2025.	Amount (in dollars) of capital investment attracted to Arizona	Leverage foreign offices in Germany, Israel, Mexico, South Korea, Taiwan and Canada to enhance business engagements, which will increase AZ exports and foreign direct investment in our state.
2	<p>2.1 Complete 75% of project milestone for two (2) additional Future 48 Accelerators by June 2025.</p> <p>2.2 Increase Semiconductor Registered Apprenticeship Program commitments by 250 apprentices.</p>	<p>2.1 Percentage complete for 2 additional Future48 Accelerators</p> <p>2.2 Number of apprentices committed to Semiconductor Registered Apprenticeship Program</p>	Lead workforce initiatives, including the Arizona Semiconductor Taskforce workforce sub-group; the Future48 workforce accelerator program, and sector specific initiatives including Broadband, Semiconductor, and Film.
3	<p>3.1. Assist 1,000 unduplicated small businesses by June 2025.</p> <p>3.2. Increase entrepreneurial vitality by supporting \$250 million in capital raised by ACA early-stage clients by June 2025.</p> <p>3.3. Increase access to capital by \$48 million through SSBCI backed loans by June 2025.</p>	<p>3.1. Number of business participants in Small Business Digital Academy & Bootcamp and other outreach</p> <p>3.2 Dollar amount of new capital formation by ACA early-stage clients.</p> <p>3.3. Dollar amount of loans through guarantee program.</p>	<p>Assist small businesses through the Small Business Development Center (SBDC) Grant Program, Small Business Bootcamp, Small Business Digital Academy, the ACA Innovation Network and Virtual Accelerator, and on-line services.</p> <p>Support entrepreneurial vitality and early-stage tech companies through Plug and Play incubator model, the Arizona Innovation Challenge (AIC) Venture Ready program and State Small Business Credit Initiative (SSBCI) programs.</p>
4	<p>ACA BREAKTHROUGH PROJECT:</p> <p>4.1 Ensure 100% funds granted for ABDG and BEAD programs by June 2025.</p> <p>4.2 Achieve 65% ABDG project completion by June 2025.</p>	<p>4.1. Percentage of funds granted (ABDG)</p> <p>4.1 Percentage of funds granted (BEAD)</p> <p>4.2 Percentage of ABDG projects complete</p>	Manage and monitor the ABDG sub-grantees to ensure project success, with 100% funds granted, launch BEAD sub-grantee selection with goal of 100% funds granted, and design the Digital Equity Program.

Stakeholder Engagement Plan (Summary):

Internal:

Our internal stakeholder engagement plan entails identifying key stakeholders, establishing regular communication through meetings and updates, and gathering feedback for continuous improvement.

External:

Our plan for external stakeholder engagement includes identifying key stakeholders, maintaining open communication through newsletters, social media, and feedback mechanisms, and conducting surveys and outreach events to strengthen relationships.

Communication Plan (Summary):

Internal:

Our internal communication plan emphasizes regular updates through email and bi-weekly team meetings to ensure alignment and transparency across departments.

External:

We will tailor messaging to resonate with our audience, monitor feedback for refinement, and collaborate with influencers and partners to amplify our reach.

