



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 (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 & 26</i>	<u>FY</u>	<u>FTEs^</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
	24	-	\$62,650,000	\$0	\$77,238,300	\$63,088,400	\$139,888,300
*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.	25	-	\$13,550,000	\$0	\$317,108,900	\$115,238,400	\$330,658,900
^ACA is not included in the state FTE allocations.	26	-	\$15,175,000	\$0	\$270,531,400	\$7,447,000	\$286,246,400

Progress Summary:

In support of the Governor’s priorities, Affordable & Thriving Economy and Narrowing the Digital Divide by Expanding Affordable Broadband, the ACA has made strong progress towards annuals goals. At the close of FY25, the ACA has successfully worked with 97 businesses, resulting in a commitment to create 24,285 new jobs. This represents 24% of the five-year goal of creating 100,000 new jobs, indicating strong progress toward meeting that target. The ACA has also attracted over \$31 billion in capital investments, significantly exceeding the annual target of \$4 billion. The ACA has engaged with 2,497 small businesses, reaching 49% of its five-year goal to support 5,000 unique small businesses. The Arizona Broadband Office aims to enhance household broadband access through its grant and deployment programs. Currently, there is no reportable increase in the number of homes with broadband access, which will improve Internet availability.



Arizona Commerce Authority (ACA)

2025 - 2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Statewide Strategic/ Operational Priority	Status / Progress
1	Attract and grow business in Arizona creating 100,000 projected new jobs by June 2029.	FY'25	Affordable & Thriving Economy- Increase New Jobs Created	<p>In FY25, the ACA has worked with 97 businesses that have committed to creating 24,285 projected new jobs across the State. This is 24% toward the 5-year goal of 100,000 projected new jobs. We are on track to meet the target.</p> <p>This outcome demonstrates the effectiveness of business attraction and expansion efforts.</p>
2	Attract and grow business in Arizona creating \$20 billion in capital investment by June 2029.	FY'25	Affordable & Thriving Economy- Increase New Jobs Created	<p>This is an ongoing priority. The \$20 billion 5-year target is from the ACA board-approved 23-27 5-year strategic plan. Outcomes demonstrates the effectiveness of business attraction and expansion efforts. In FY25, ACA has worked with businesses to attract over \$31.6 billion in capital investments. ACA strategic plan will be updated in FY27 to reflect new board-approved targets.</p>
3	Support 5,000 unduplicated small businesses across the state by June 2029.	FY'25	Affordable & Thriving Economy-Increase New AZ Small Businesses	<p>In FY25, the ACA worked with 2,497 small businesses. This is 49% of the 5,000 goal. ACA aims to support a healthy environment for new businesses to thrive in Arizona. This will be achieved through the support of small businesses, which includes programming and connections to capital and other resources.</p>
4	Reduce the identified 318,742 AZ households that are underserved or unserved by broadband to 40,000 by June 2029.	FY'25	Infrastructure- Increase Access to Broadband for AZ Households	<p>This important five-year outcome will begin to impact household access in FY26. While sub-grantees of the Arizona Broadband Development Grant (ABDG) Program are active, to date, there is no reportable decrease in the number of homes with no access to broadband.</p> <p>The Broadband Equity, Access and Deployment (BEAD) program performance period has been extended to 2032, pushing out the target to 2032.</p>



Arizona Commerce Authority (ACA)

2025 - 2029 Strategic Plan

Current Annual Focus

Outcome #	FY26 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.1 Support the creation of 20,000 projected new jobs (with a focus on high-wage target industries) by June 2026.</p> <p>1.2 Advance (5) Future 48 Accelerators to achieve 70% of milestones by June 2026, including completion of 2 centers..</p> <p>1.3 Increase Semiconductor Apprenticeship commitments from 117 to 200 by June 2026.</p>	<p>1.1 Number of projected new jobs created</p> <p>1.2 Percentage complete for Future48 Accelerators</p> <p>1.3 Number of apprenticeship commitments</p>	<p>1.1 Conduct targeted outreach to high-wage industries with a focus on advanced manufacturing in key global and domestic markets. Execute marketing campaigns leveraging paid, owned and earned mediums to showcase Arizona as a premier business location for targeted high-wage industries.</p> <p>1.2 Lead workforce initiatives, including the Arizona Semiconductor Taskforce workforce sub-group; the Future48 workforce accelerator network, and Talent Ready AZ (broadband, manufacturing, aerospace & defense, and women in the workforce.) Complete 2 workforce accelerators for manufacturing located at Mohave Community College and Arizona Western College in Yuma. Additionally, advance 3 sites to 50% of project milestones complete, including Gateway Community College (semiconductor), Chandler/Gilbert Community College (Aerospace & Defense), and Pima Community College (Manufacturing).</p> <p>1.3 The Program goal for Semiconductor Apprenticeships is 200 by June 2026.</p>
2	<p>2.1 Attract \$4 billion in capital investment by ACA clients by June 2026.</p>	<p>2.1 Amount (in dollars) of capital investment attracted to Arizona</p>	<p>2.1 In addition to the business development strategy noted above in 1.1, the ACA will leverage foreign offices in Germany, Israel, Mexico, South Korea, Canada, Taiwan, and Romania to enhance business engagements, which will increase AZ exports and foreign direct investment in our state.</p>
3	<p>3.1. Assist 1,000 unduplicated small businesses by June 2026.</p> <p>3.2. Increase entrepreneurial vitality by supporting \$250 million in capital raised by ACA early-stage clients by June 2026.</p>	<p>3.1. Number of business participants in Small Business programs and services</p> <p>3.2 Dollar amount of new capital formation by ACA early-stage clients.</p>	<p>3.1 Assist small businesses through the ACA's State Small Business Credit Initiative (SSBCI) program, including Technical Assistance, Venture Raise and the Lending Program. Leverage the Rural Development Council and Small Business Opportunity Program (SBOP) grant with SBDC, Moonshot and MEP to assist small businesses across the state.</p> <p>3.2 Support access to capital for early-stage companies through the Plug and Play accelerate AZ partnership (Venture Capital), the Arizona Innovation Challenge (grant program), and Arizona Venture Corporation a part of the State Small Business Credit Initiative (SSBCI).</p>
4	<p>ACA BREAKTHROUGH PROJECT</p> <p>4.1 Complete milestones to designated subrecipient selections for BEAD program by June 2026.</p> <p>4.2 Achieve 90% ABDG project completion by June 2026.</p>	<p>4.1 Percentage of milestones complete (BEAD)</p> <p>4.2 Percentage of funds disbursed (ABDG)</p>	<p>4.1 The State Broadband Office will complete milestones, including outreach & engagement, review and evaluation of applications, submission of final plan to NTIA, and designation BEAD sub-recipients by June 2026.</p> <p>4.2 The State Broadband Office will continue to manage and monitor the ABDG sub-grantees to ensure project success, with 90% funds disbursed.</p>



Stakeholder Engagement Plan:

Internal: Our internal stakeholder engagement plan entails identifying key stakeholders, establishing regular communication through meetings and updates, and gathering feedback for continuous improvement. As an example, there is a cross-agency semiconductor working group that meets on a regular cadence to share information, coordinate activity, and execute strategy. Progress is reported in the Monthly Business Review.

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. The Arizona Venture Alliance is an example of how the ACA engages external stakeholders around a shared mission with specific outcomes. Working together with other entities that support the start-up ecosystem, allows the ACA to have a broader and more impactful reach.

Communication Plan:

Internal: Our internal communication plan emphasizes regular updates through email and team meetings to ensure alignment and transparency across departments. The ACA deploys a tiered huddle system, including regular executive huddles, leadership meetings, monthly manager meetings, team and project meetings. Information flows freely through these communication channels.

External: We will tailor messaging to resonate with our audience, monitor feedback for refinement, and collaborate with influencers and partners to amplify our reach. Our external communications strategy includes paid and earned media, social media, website, and more.