



FY 2021 Executive Budget Briefing

January 17, 2020

Governor's Office of Strategic Planning and Budgeting

“Here, common sense still rules the day. Other states, and politicians in DC, might be focused on growing government – but Arizona grows opportunity.”

Governor Doug Ducey

Overview

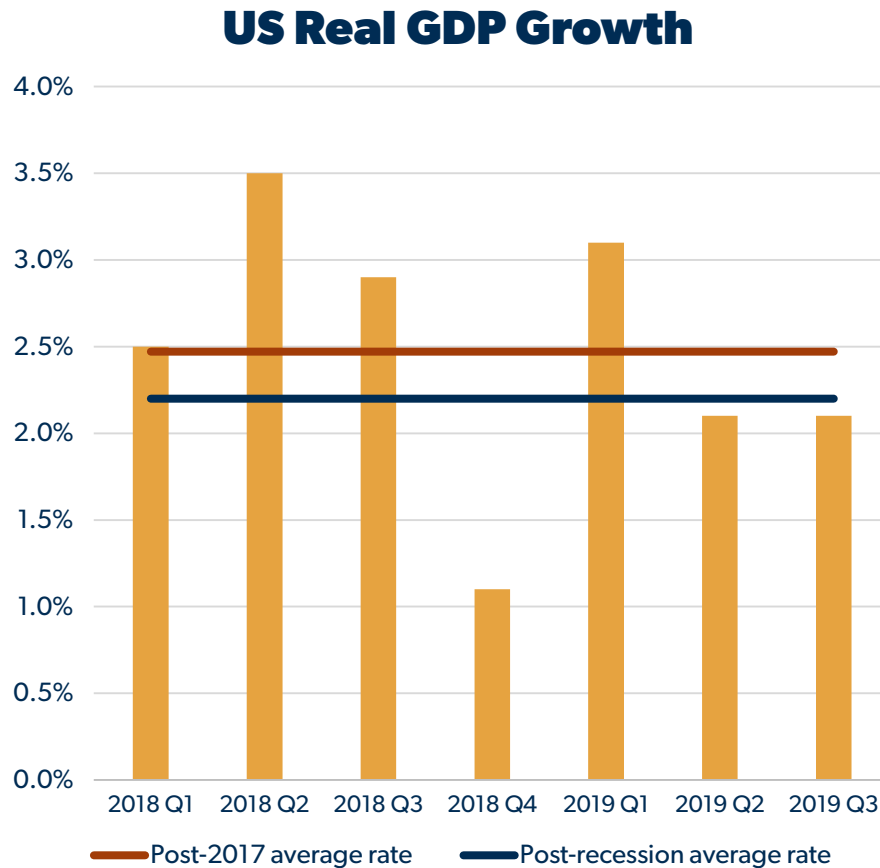
- The Economy and State Revenues
- FY 2020 Supplemental Funding
- FY 2021 Budget Overview
- FY 2021 Budget Priorities
 - Education
 - Public Safety
 - Government That Works
 - Natural Resources
 - Health and Welfare

The Economy and State Revenues

“Here, we’re not just open for business – we’re open for opportunity – for everyone. And as a result, we’re now the number one inbound state in America.”

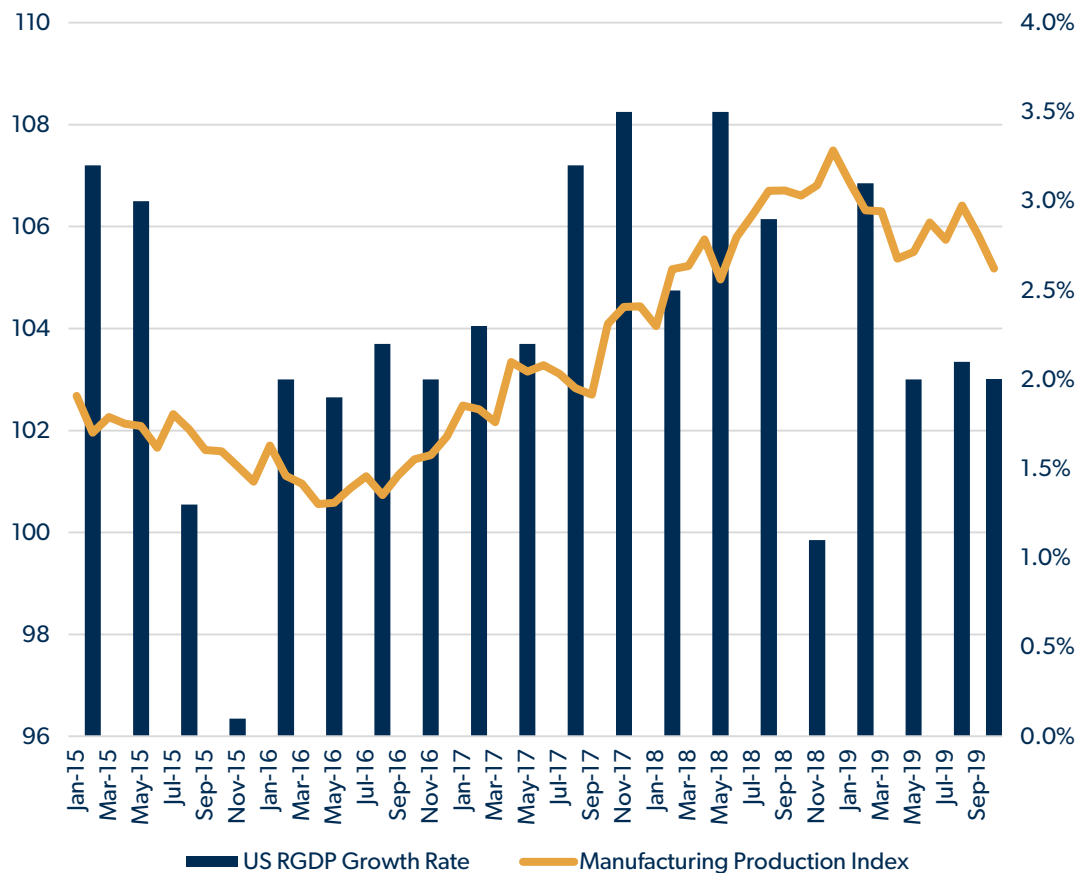
Governor Doug Ducey

National Economic Growth Continues



- Since 2018, US RGDP growth has averaged nearly 2.5%/year – versus just 2.2% for the post-recession period ending 2017
 - Rapid pace of business fixed investment
 - Consumer attitudes remain at 10 year highs
 - Healthy labor market; unemployment at 50-year lows

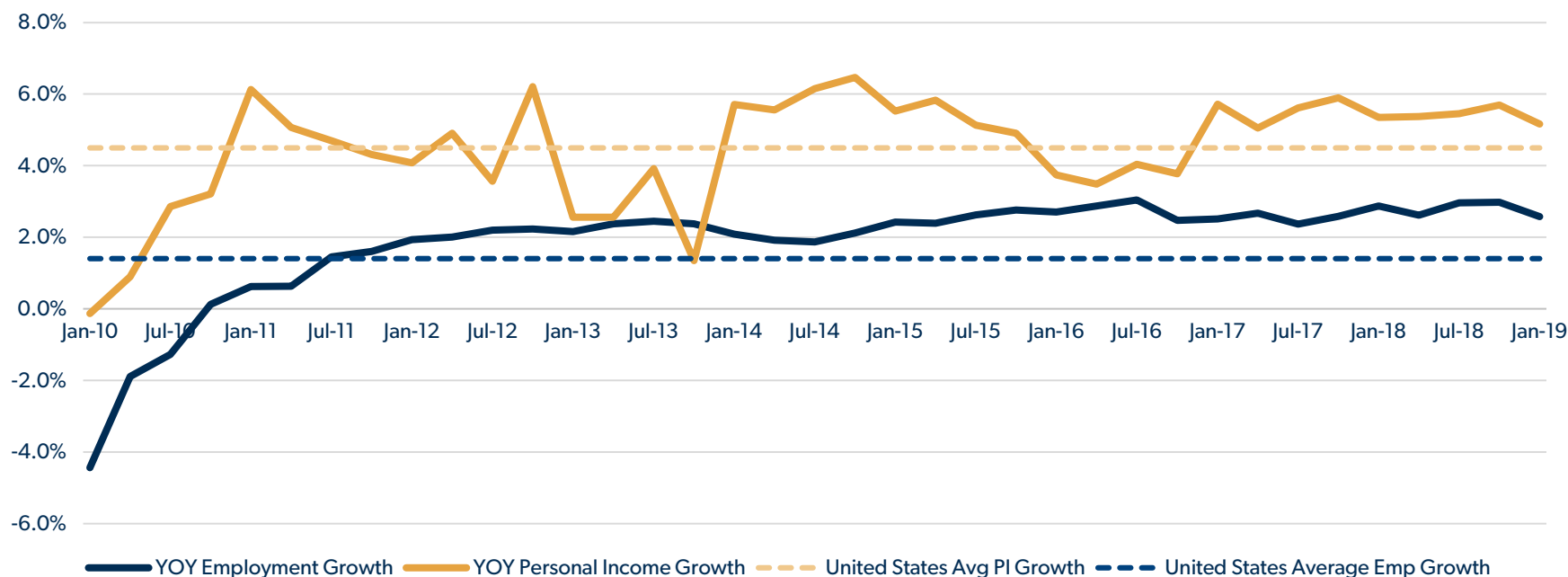
But Data Suggests a Slowdown from Lofty 2018



- After peaking in late 2018, manufacturing output – which lead the recent acceleration – began to slow through 2019
- Rising inflation, repeated tightening by the Federal Reserve Board, and ongoing trade tensions have slowed growth
- The Executive Budget contemplates national economic growth continuing in the 2.0%-2.5% range

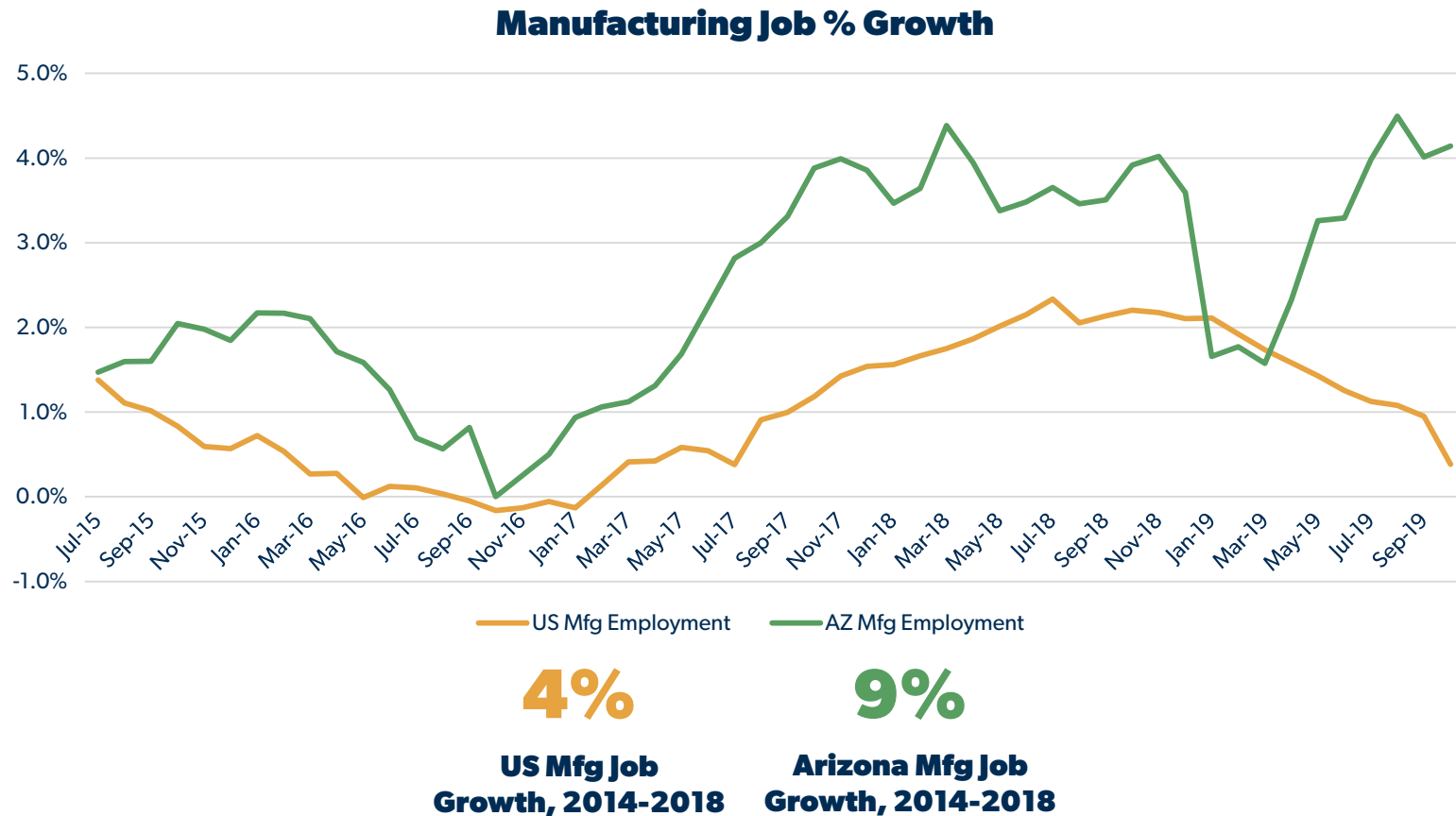
Consistent Growth in Arizona

- Employment and Personal Income growth rates remain at or near post-recession highs
- The Executive Budget projects this trend will continue, even as National conditions slow



Strongest Manufacturing Job Growth in 30 Years

- Through 2019, even as US manufacturing employment growth slowed, Arizona has continued to surge



Arizona Ranks High in Key Economic Indicators

- Arizona still remains well-positioned to take advantage of continued national growth, even if it slows

**Inbound U.S.
States**

1st

**Manufacturing
Job Growth**

2nd

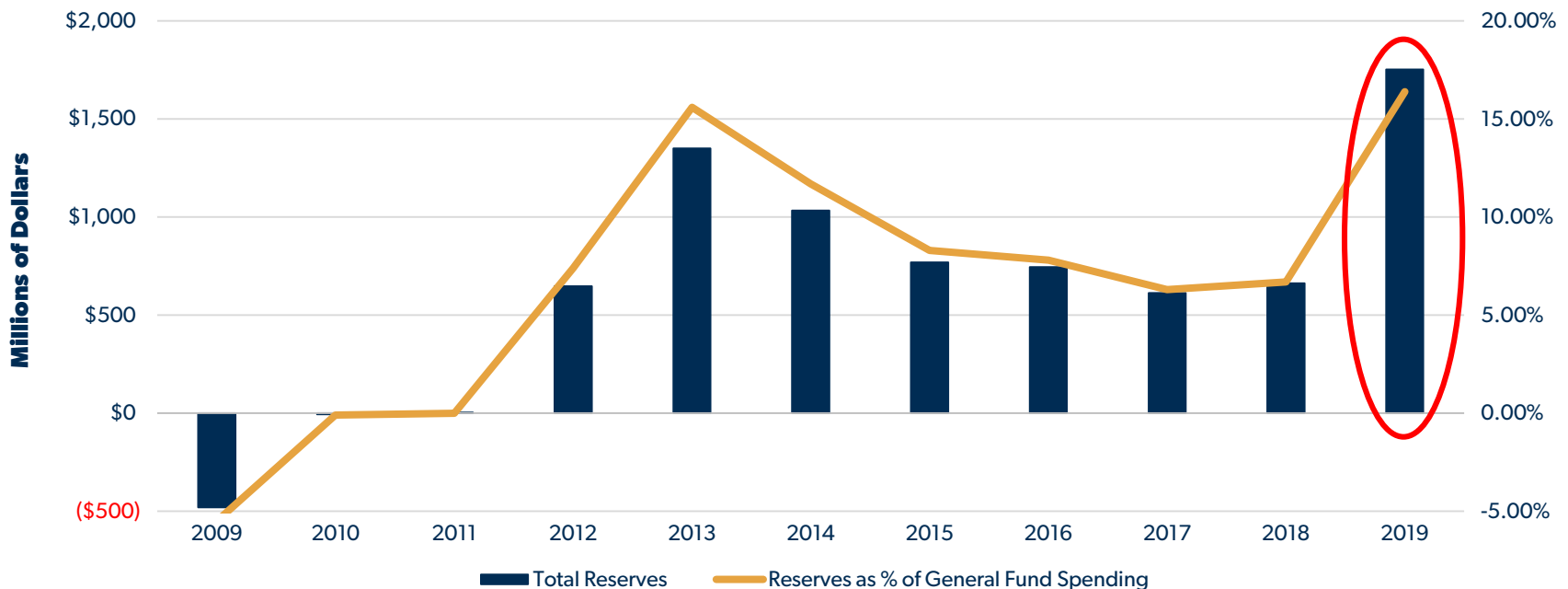
**Construction
Job Growth**

3rd

- Arizona captured nearly a tenth of national in-migration last year, which fueled an increase in its population growth rate to new post-recession highs
- This growth is fueling a robust Construction sector, as well as the hottest State Manufacturing performance in decades
- Since 2015, Arizona has added over 350,000 new jobs

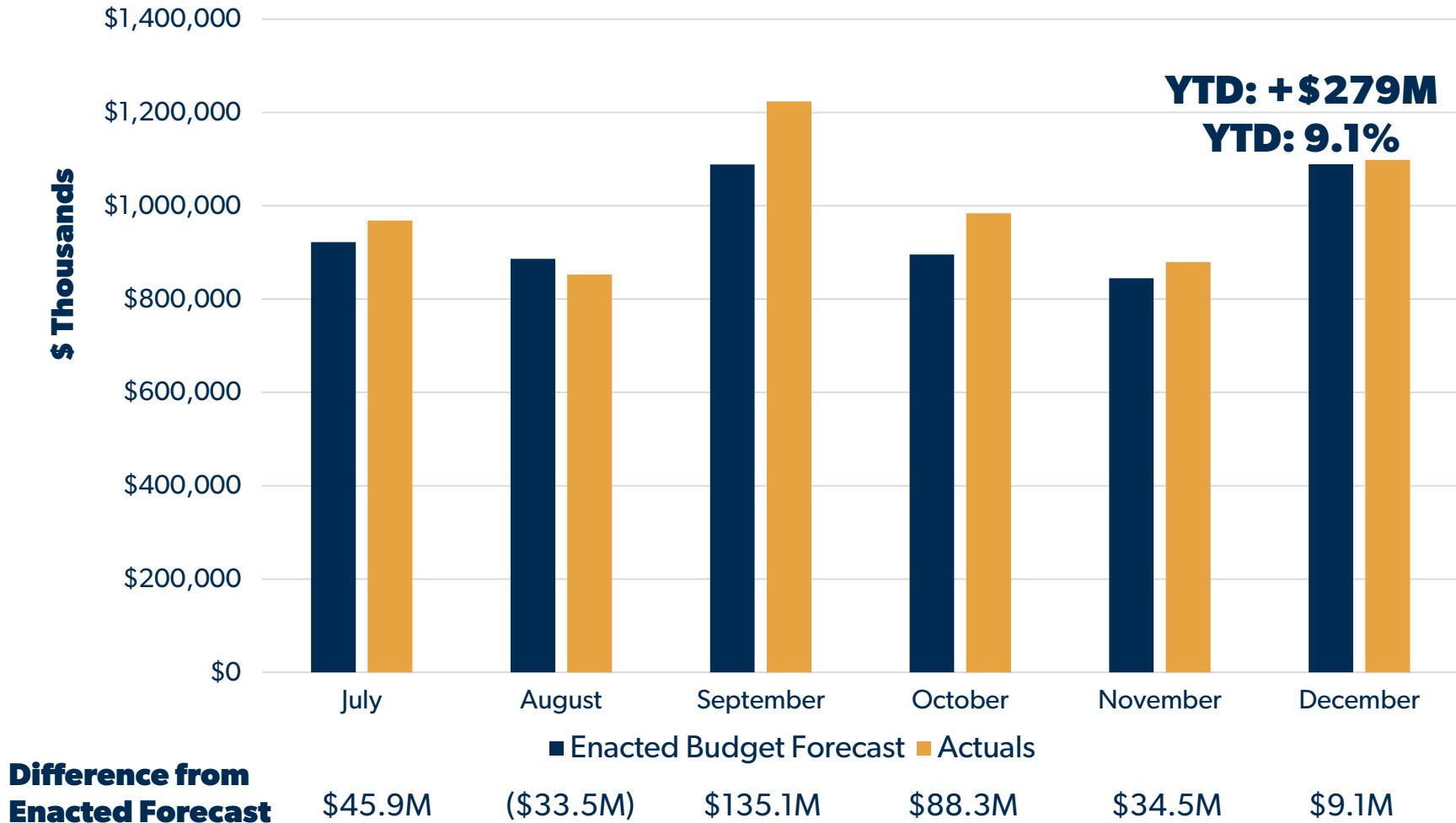
State General Fund is Positioned Well

- The FY 2020 budget's strategic investments and cautious outlook puts the fiscal health of the General Fund in its strongest position ever

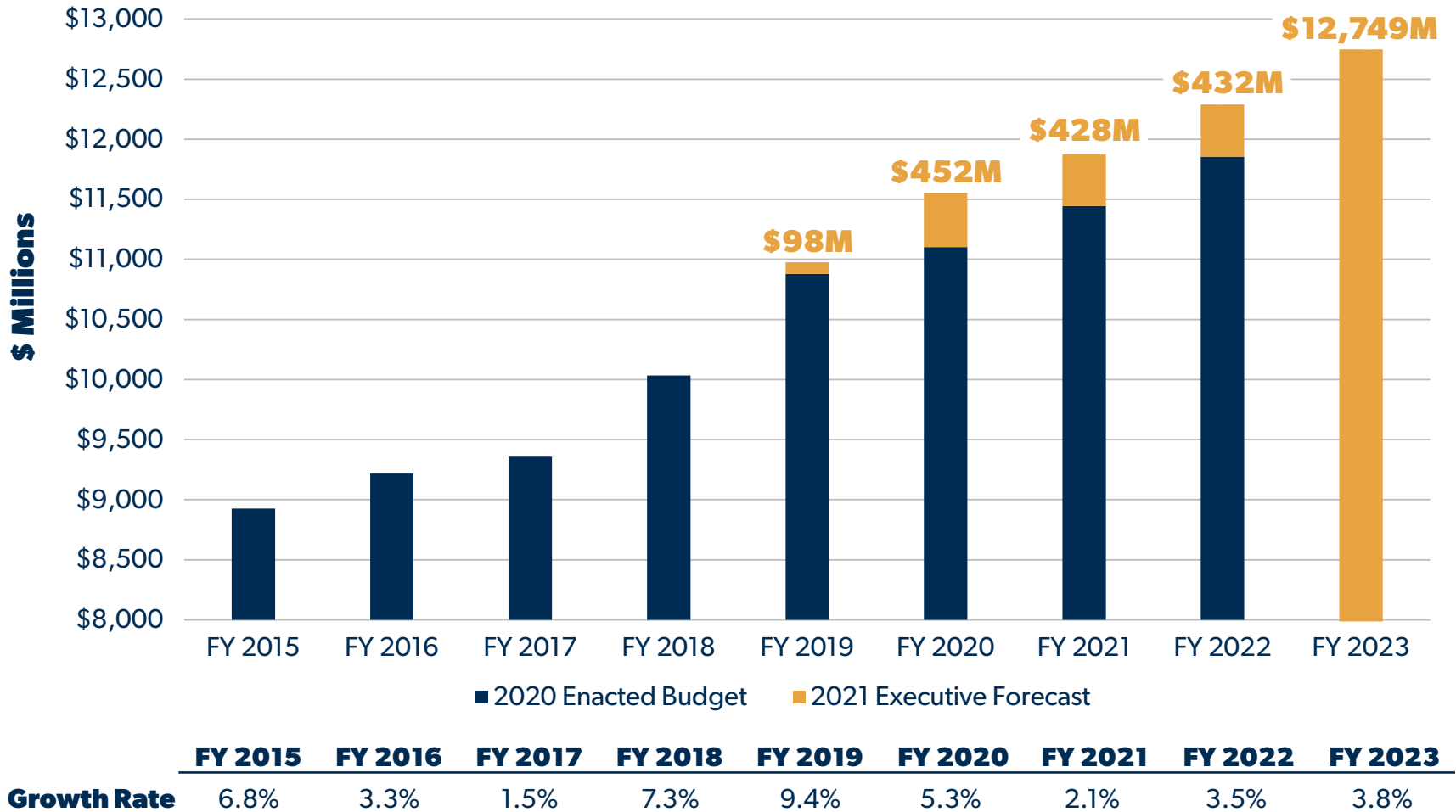


Note: Total reserves reflect the balance in the General Fund and Budget Stabilization Fund, excluding other operating funds

FY 2020 General Fund Revenues



Executive Ongoing Revenue Forecast



Reducing Taxes Lead to a Better Economy

- Arizona collects \$3,500 in taxes per capita – well below the national average of nearly \$5,000

<u>\$166M in Total Executive Income Tax Cuts</u> (since 2015)	
\$(25)M	2015: Adjusted the Income Tax Brackets for Inflation
\$(16)M	2016: Adopted Bonus Depreciation for Small Businesses
\$(14)M	2017: Indexed the Personal Exemption for Inflation
\$(2)M	2018: Increased the Military Pension Exemption
\$(109)M	2019: Adopted the Tax Conformity Omnibus



Attracting and Honoring Our Veterans

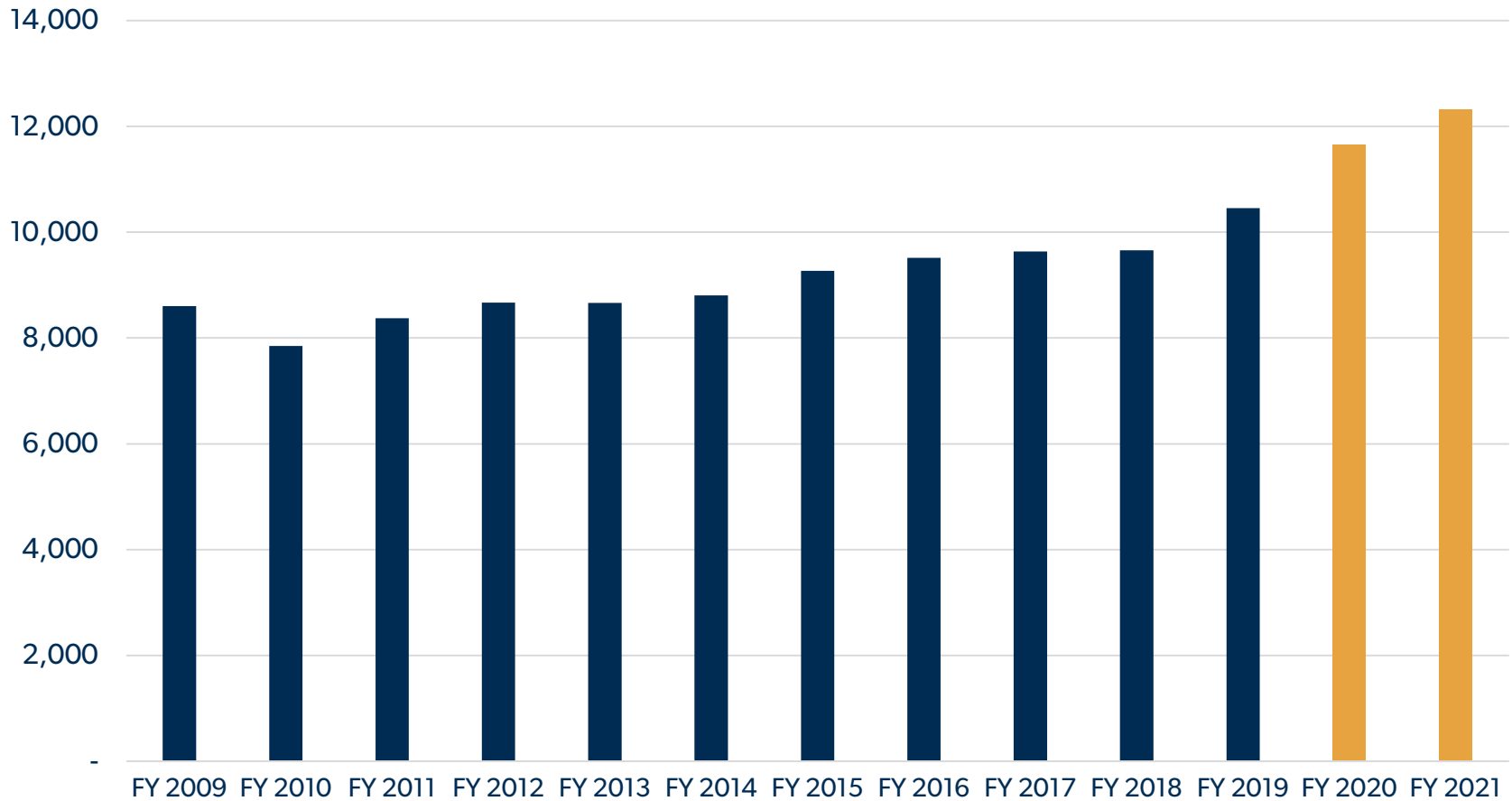
- The Executive Budget includes **\$45 million** to fully exempt military pension pay from income tax
- In 2018, the Executive called on the Legislature to raise the then-\$2,000 military pension exemption – for the first time in 20 years
- This year – recognizing both the strength of our General Fund **and** the service of our most committed veterans – the Executive budget eliminates this tax altogether

\$840

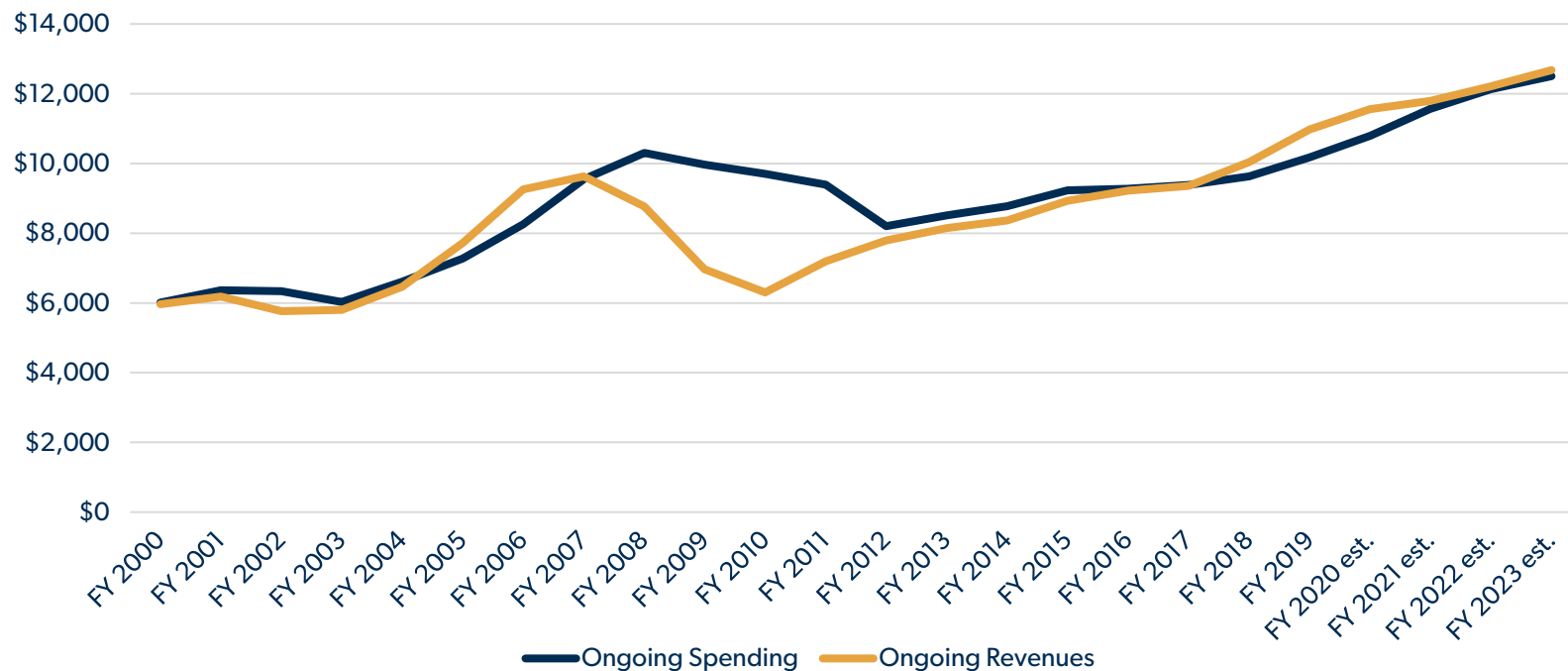
**Average Savings per
Veteran Pensioner**

Executive Total Spending Forecast

Total GF Spending, FY 2009 - FY 2021

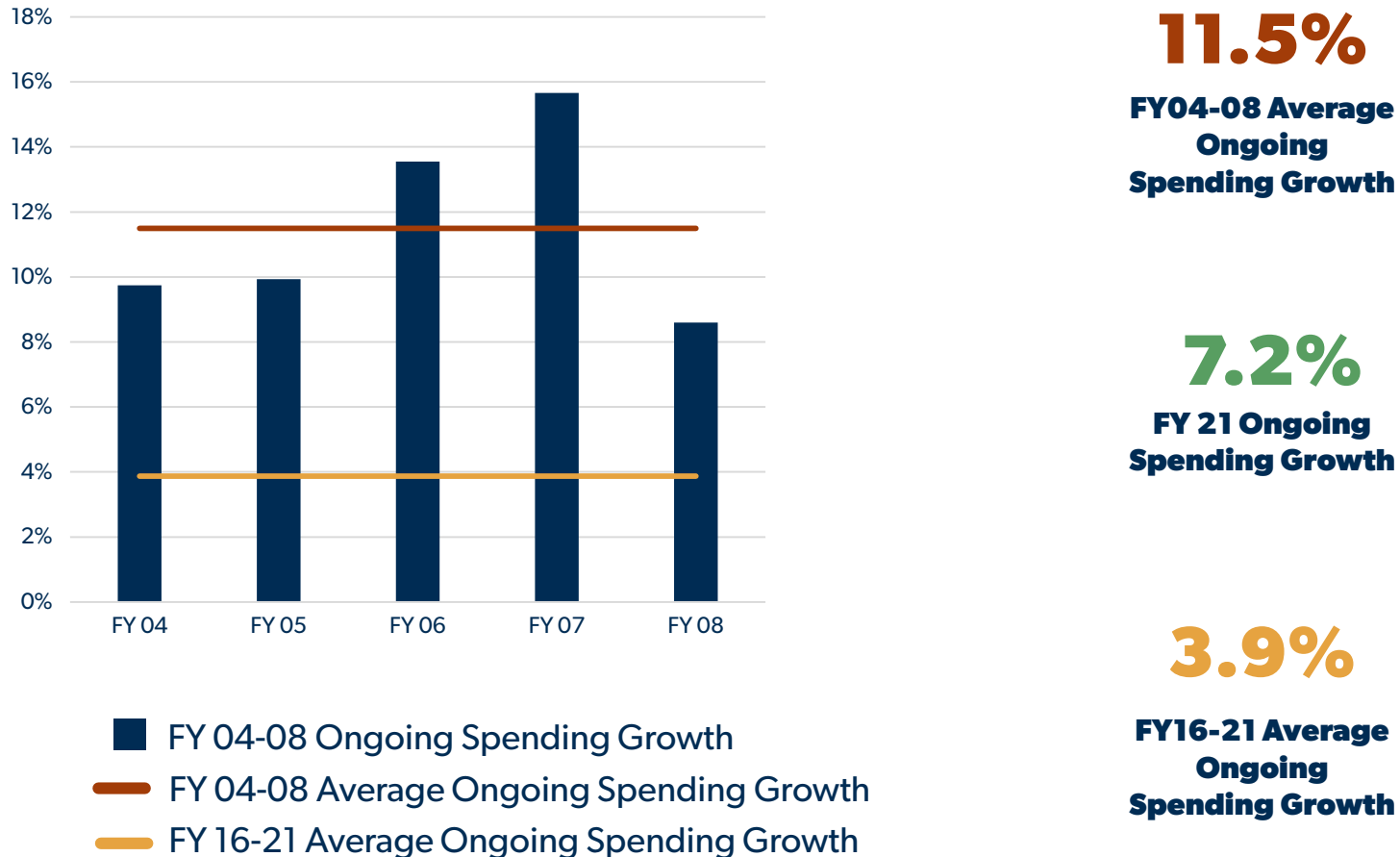


Longest Run of Structural Surpluses Since 2000



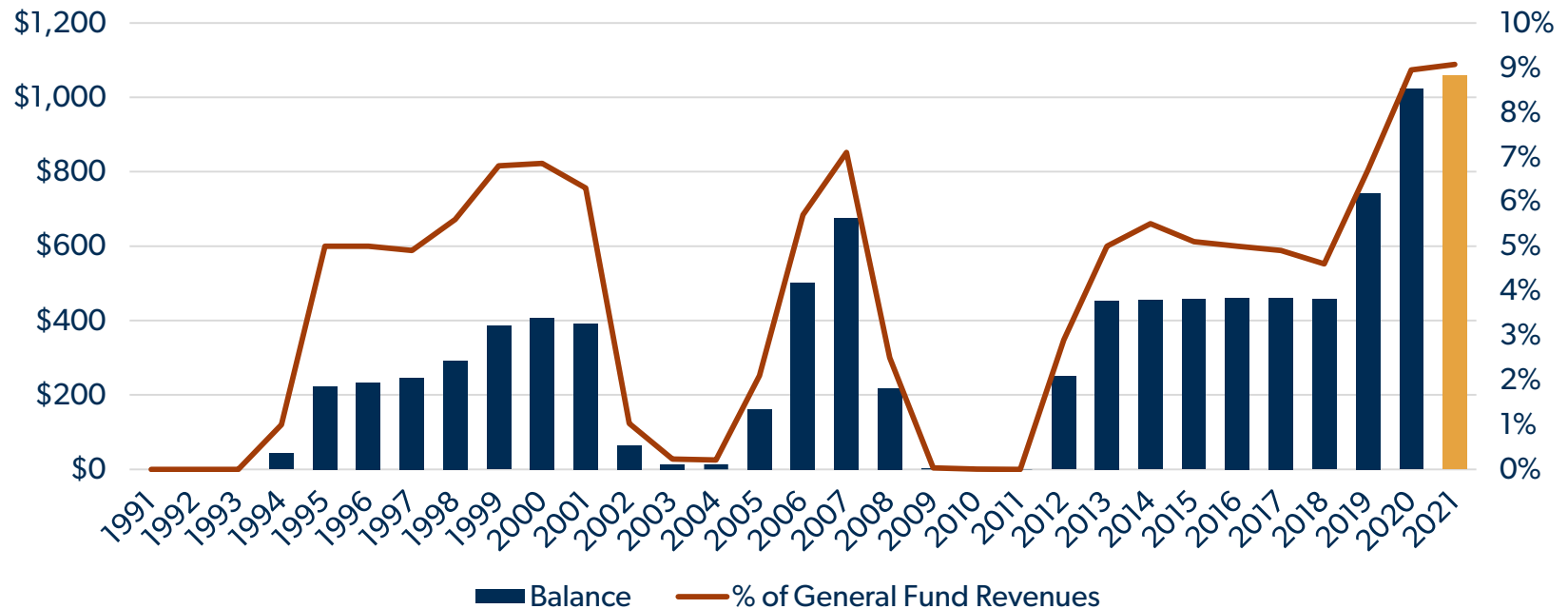
\$ millions	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Cash	\$957M	\$671M	\$164M	\$101M	\$126M
Structural	\$804	\$763	\$250	\$98	\$193

Not Repeating the Mistakes of the Past



Arizona's Rainy Day Fund

- As of FY 2020, the Budget Stabilization Fund balance is over \$1B, its largest level ever on both a cash and percent of General Fund spending basis
- The Executive Budget continues to avoid the mistakes of the past, investing another \$25M in FY 2021



Supplemental Funding

In order to close out the current fiscal year, the Executive Budget includes the following one-time General Fund supplemental funding:

Supplemental Funding	GF Amount
Fully Fund SFB Building Renewal Grants	\$35M
AHCCCS Caseload & Capitation Rates	24
Fire Expenses Repayment	5
Presidential Preference Election*	3
CAP Water Rights Fees	0.5
Total FY 2020 Supplemental	\$65M

**The total investment is \$7M*

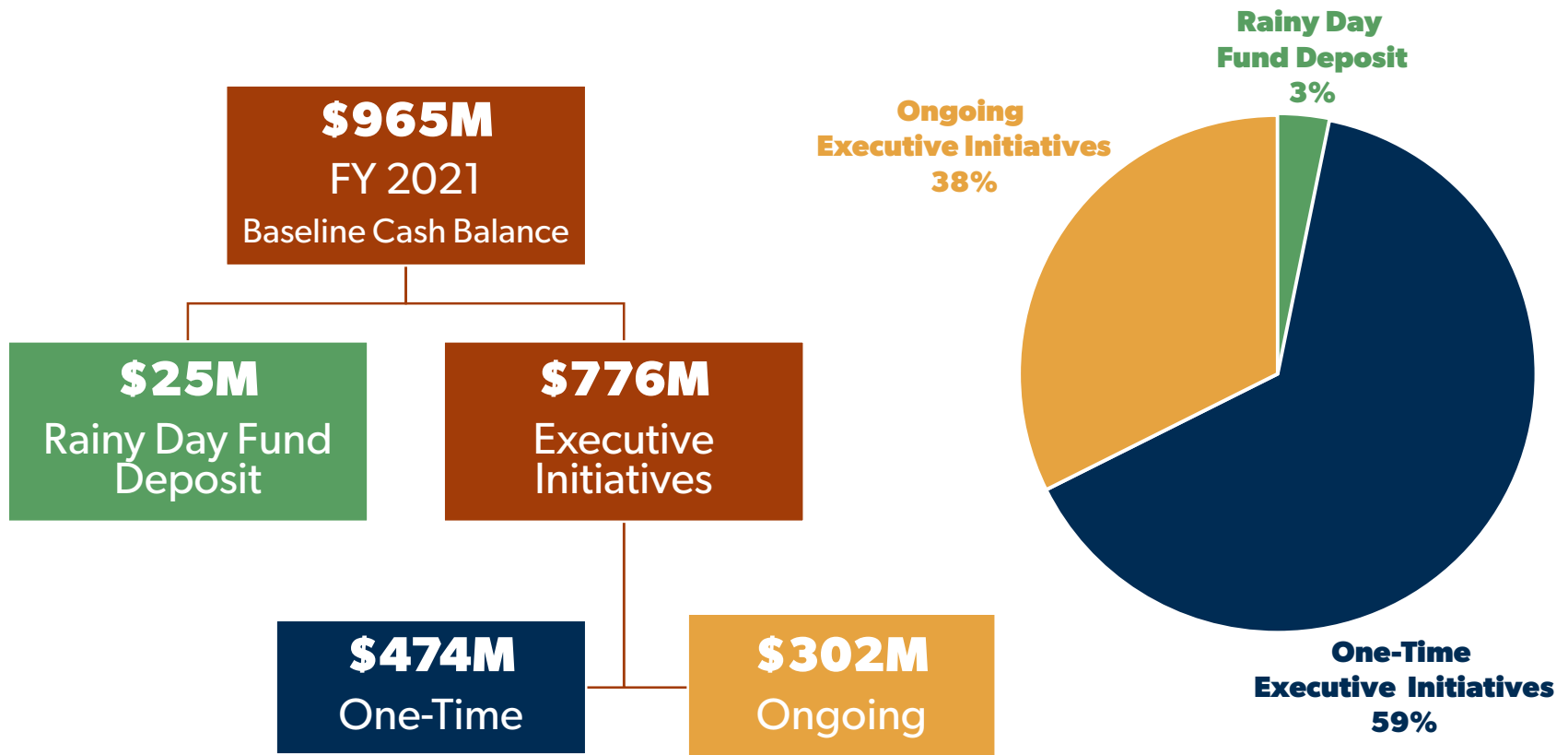
The Executive Budget also includes **\$10M** in one-time supplemental funding from other funds

FY 2021 Budget Priorities

“There are no new grand entitlements in our plan – we’re not going to saddle future generations with ever-growing bills that will be increasingly difficult to pay.”

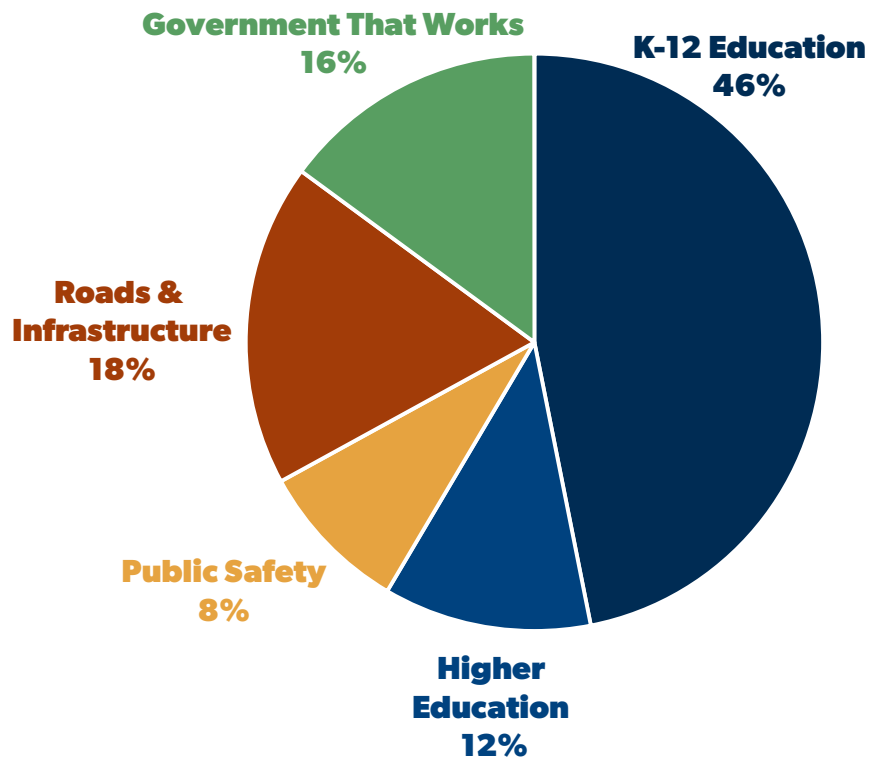
Governor Doug Ducey

FY 2021 Executive Initiatives

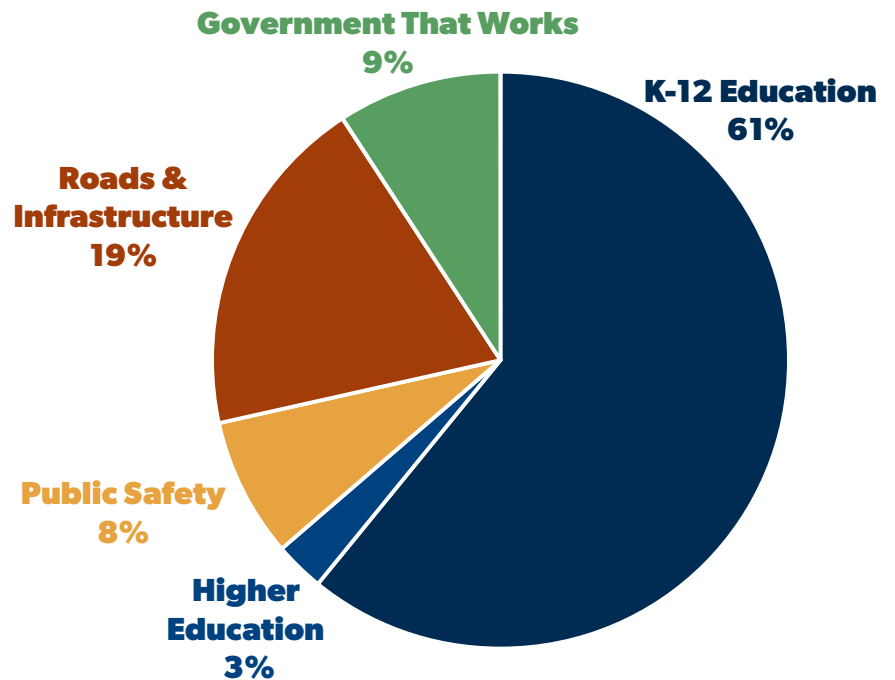


Spending at a Glance

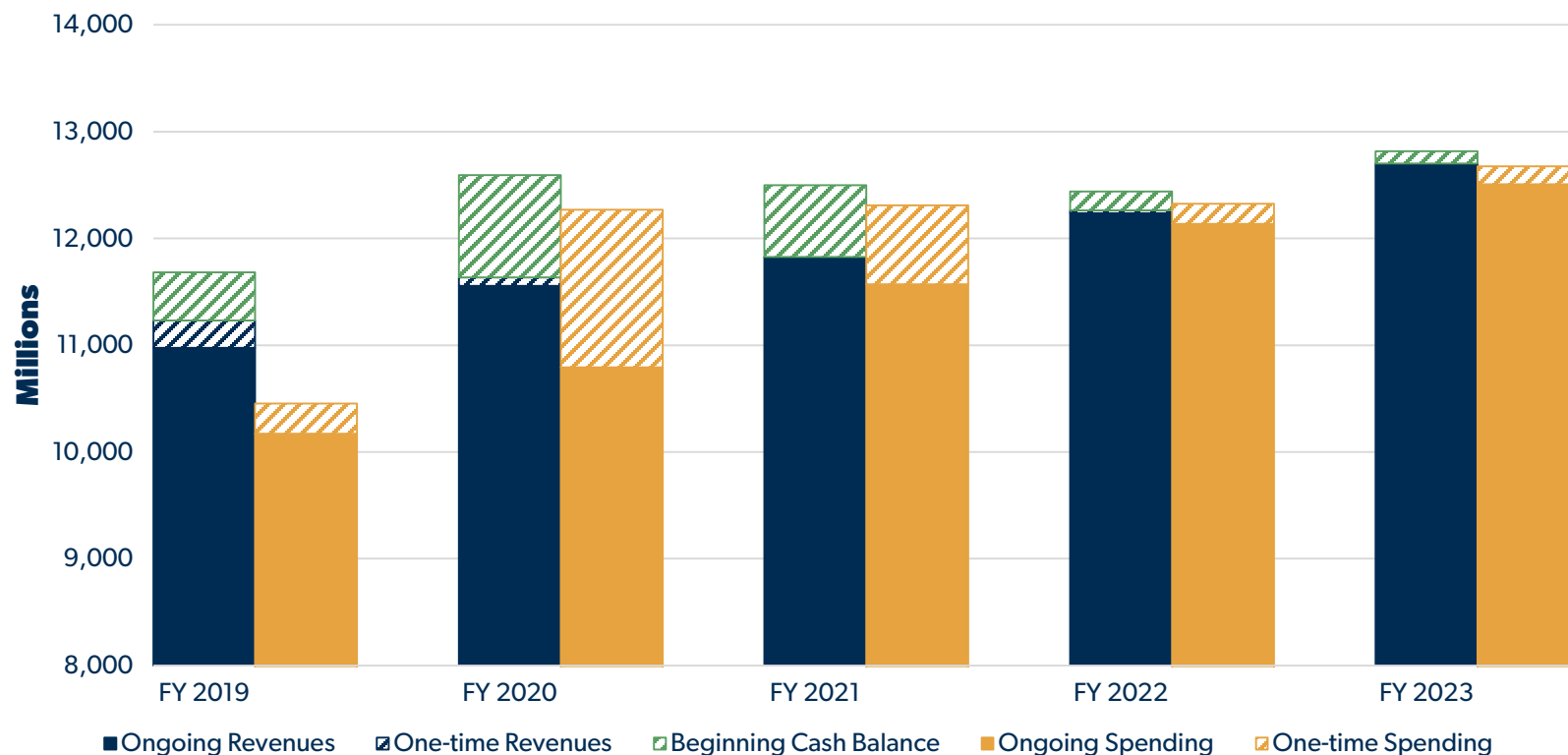
Executive Initiatives \$776M



Executive Baseline + Initiatives \$727M



Structural and Cash Balances



\$ millions	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Cash	\$957M	\$671M	\$164M	\$101M	\$126M
Structural	\$804	\$763	\$250	\$98	\$193

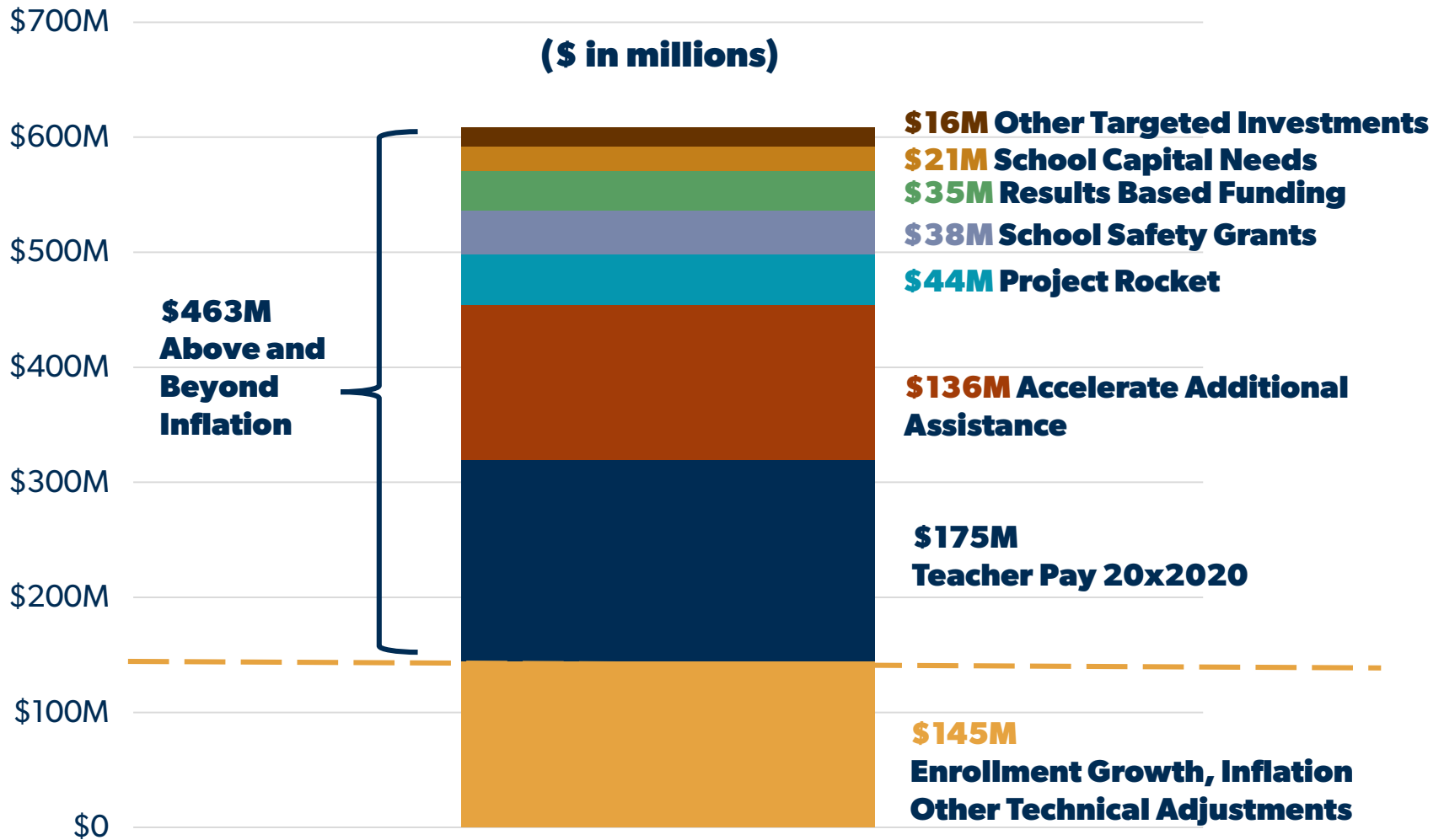
Education

"The state of our state can only be strong with strong public schools."

Governor Doug Ducey

\$608M in new K-12 Investments

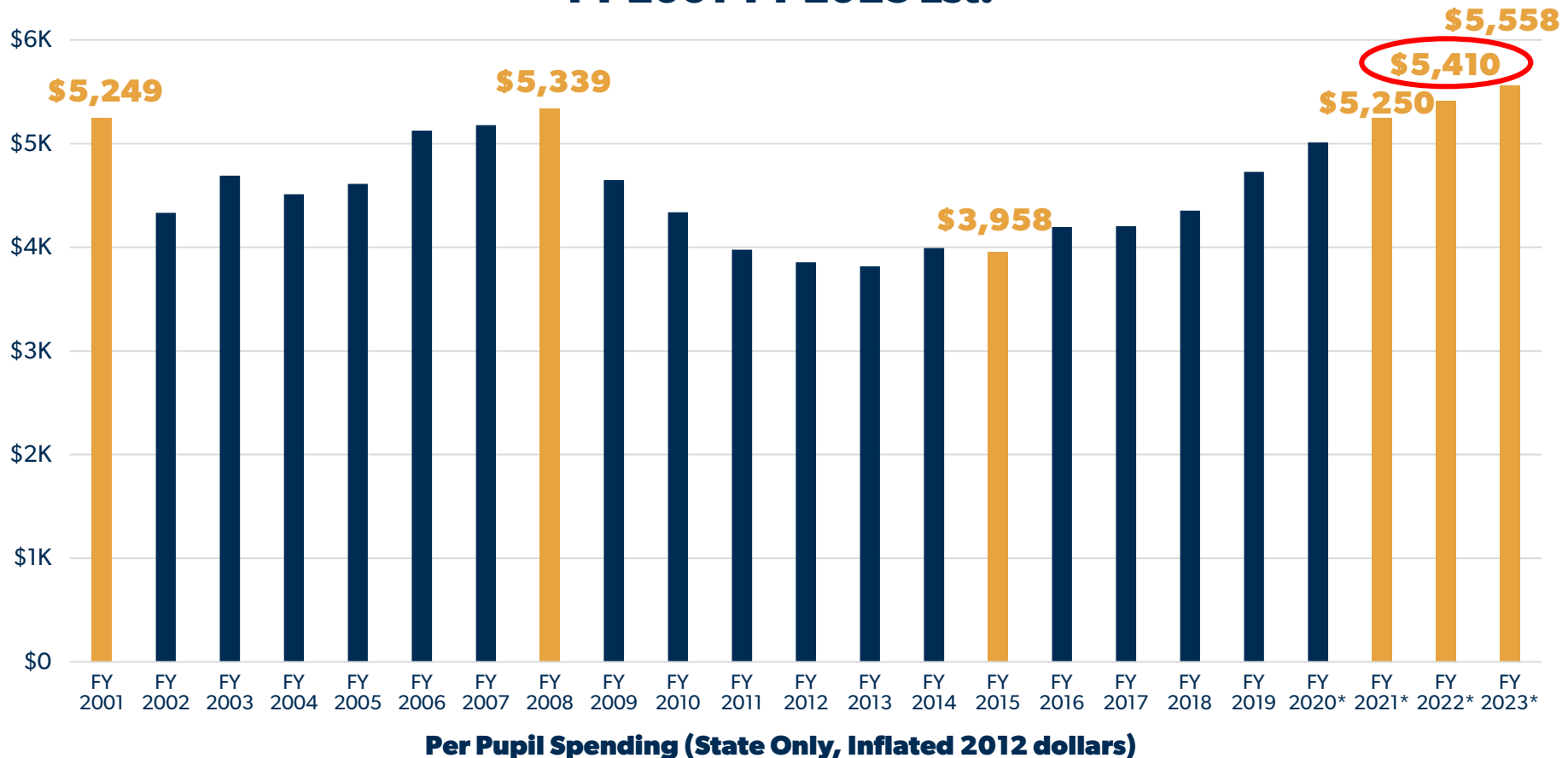
\$11.2B in Total Funding



State Per-Pupil Funding Up 33% Since FY 15

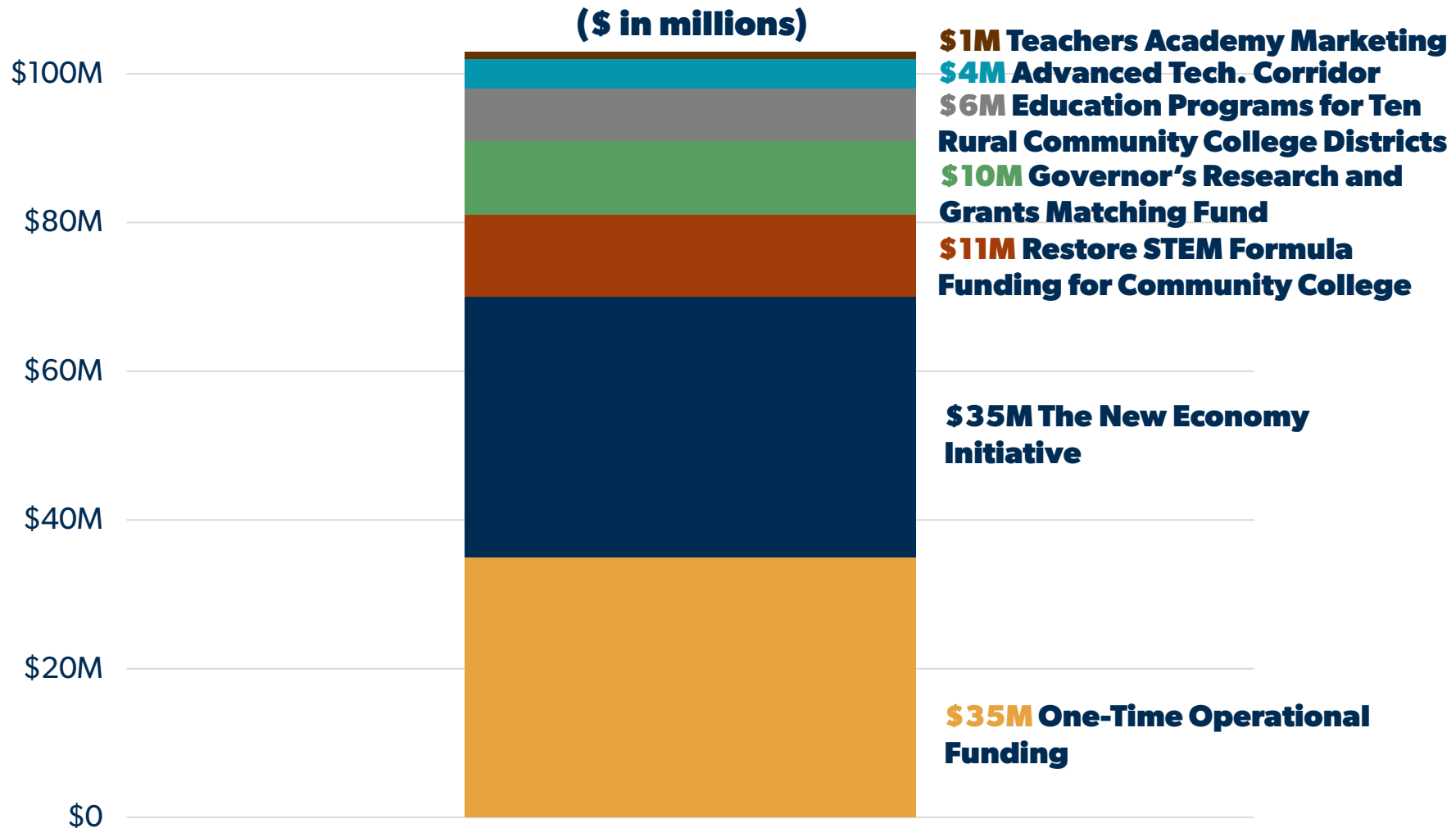
Longest Growth Streak Since 2000

State Per Pupil Funding Indexed for Inflation FY 2001-FY 2023 Est.



\$102M in Higher Education Investments

\$7.3B in Total Funding

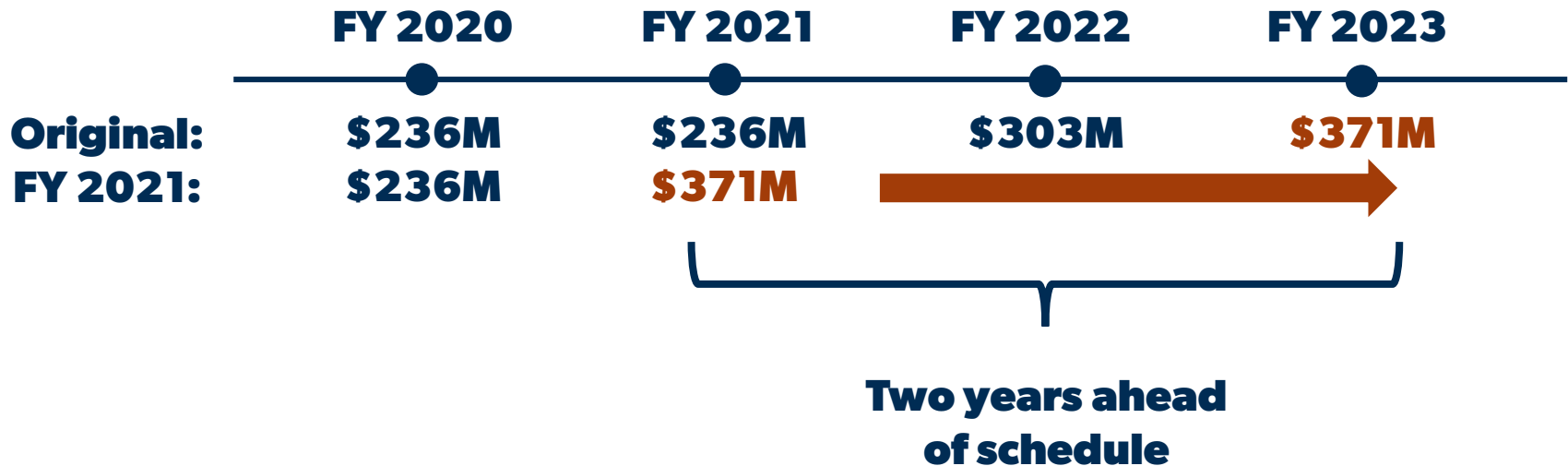


Fulfilling a \$1B Promise

\$204M to fully restore suspended portions of the additional assistance funding formula two years **ahead of schedule** (\$371M total investment)

\$175M to complete the 20x2020 plan to raise teacher pay by 20% by school year 2020 (\$645M total investment)

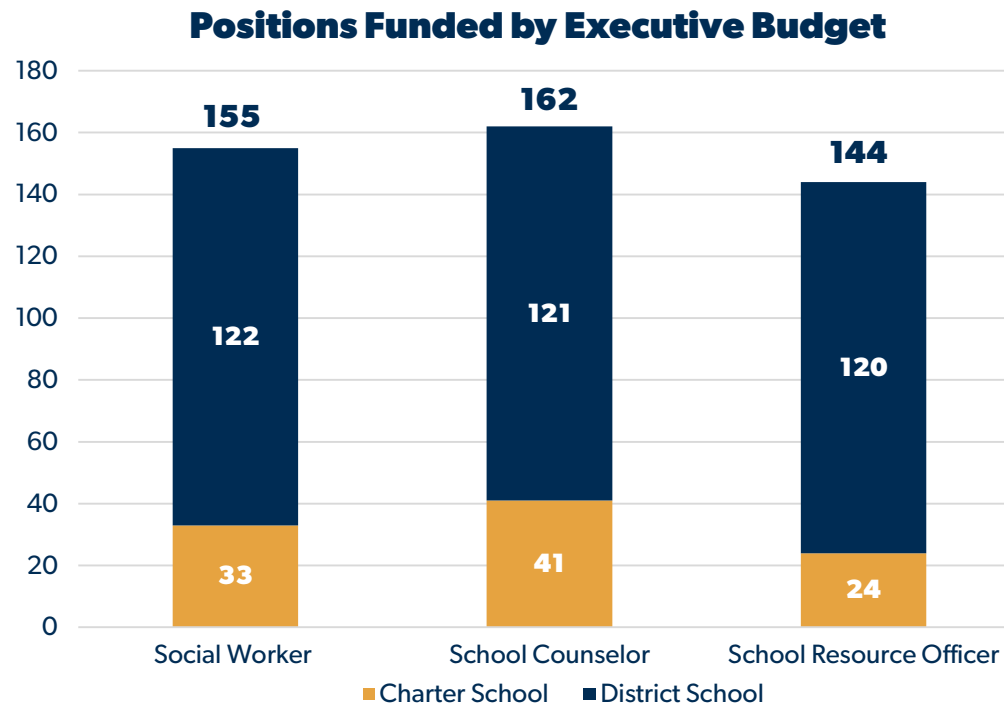
Additional Assistance Restoration



Continued Investment in Safe Arizona Schools

\$38M to fund all remaining 461 first-choice requests that did not receive a school safety grant award at the December 2019 State Board of Education Meeting

- The Executive Budget funds an estimated 495 schools that did not receive an award, including 162 school counselors, 155 social workers, and 144 school resource officers



Project Rocket

\$44M for a three-year pilot program, Project Rocket, designed to close the achievement gap, including grant funding and priority access to the Beat the Odds Leadership Academy

- Grant funding will be first-come, first-served opt-in model for 60%+ Free and Reduced-Price Lunch (FRL) “C” schools and all “D” and “F” schools
- \$150 per pupil award to implement proven turnaround strategies

Scaling Statewide

554

Est. Qualifying School Sites

94

Charters

460

Districts

Original Pilot Achievements

13% 

ELA Passing Rate

18% 

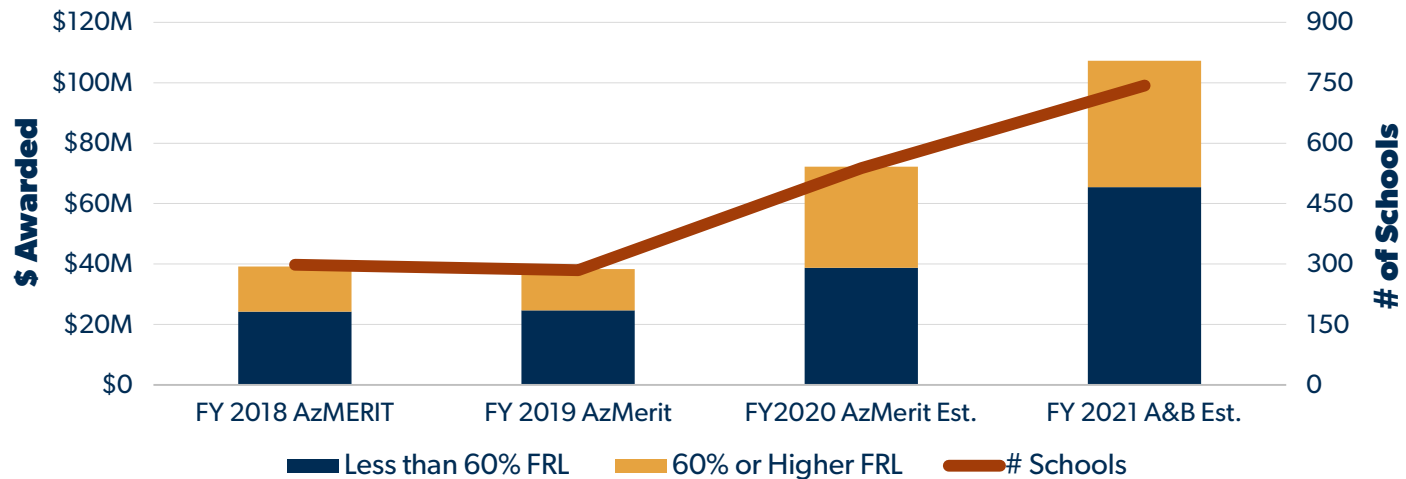
Math Passing Rate

Recognizing More Schools for Their Results

\$35M to transition Results Based Funding from a fixed number of schools to a system where all high performing schools benefit

- Converts distribution of funding to A-F letter grade system
- Includes 60% Free and Reduced-Price Lunch (FRL) “B” schools

Results Based Funding Award Distribution



60%+ FRL “A” schools

\$400 per pupil

<60% FRL “A” schools

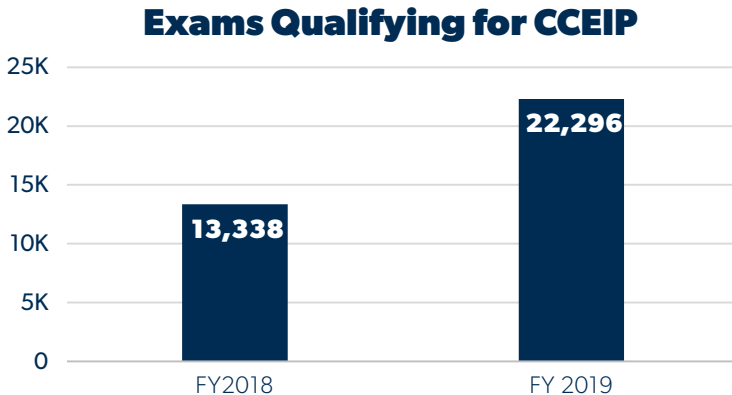
\$225 per pupil

60%+ FRL “B” schools

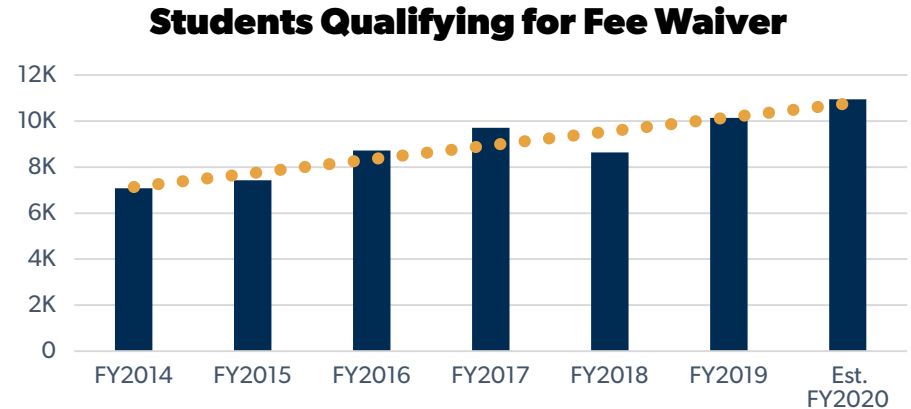
\$225 per pupil

Investing in Programs That Set Students Up for Success

\$2M to fully fund the incentive payment for 22,296 passing exams under the College Credit by Examination Incentive Program (CCEIP)



\$1M to completely waive college credit exam fees for students that qualify for the free and reduced-price lunch program



\$2M to fund grants in support of arts and arts education programs across the state

\$1M to make the Gifted Education Grant program funding permanent

Resources for the Classroom

\$500,000 to expand the Alternative Teacher Development Program to get – and keep – more teachers in the high-need classrooms

All Arizona Classrooms

56%

Free and Reduced-Price Lunch

78%

Teacher Retention

Teach for America - Phoenix

84%

Free and Reduced-Price Lunch

93%

Teacher Retention

\$400,000 to expand the number of students enrolled in innovative programs designed to keep students on track to graduate and succeed post-high school

Jobs for Arizona Graduates (JAG) Impact

71%

Increased GPA

58%

Improved Attendance

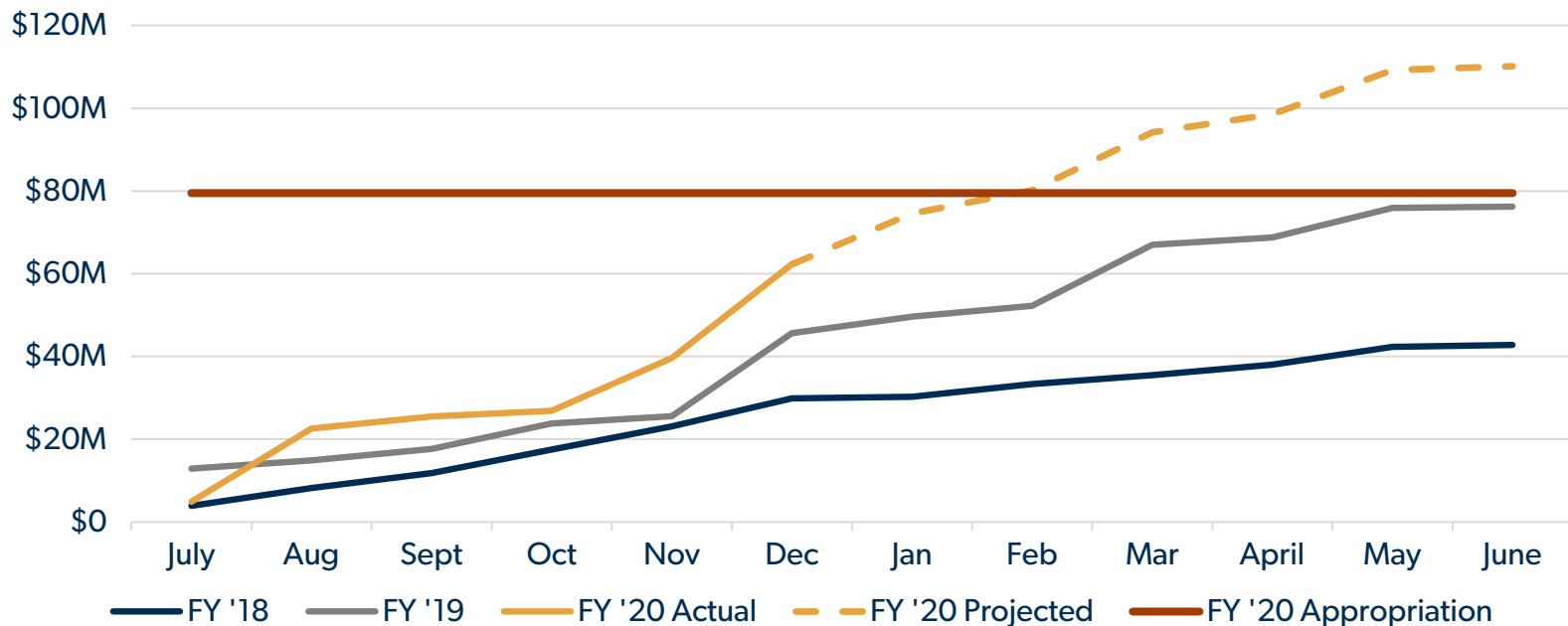
78%

Earned All Credits Attempted

Building Renewal Spending

- FY 2020: **\$35M** in supplemental funding, for a total current-year spend on School Facilities Board (SFB) building renewal projects of \$115M
 - Year-to-date, SFB has spent 78% of their total appropriation from FY 2020
- FY 2021: **\$108M** total funding in FY 2021 for building renewal grants

Cumulative Total Awards



Funding New School Construction

\$6M to enhance the current square footage calculations for new school constructions

- Increased by 61% from \$180 per sq/ft to \$287 per sq/ft for urban districts

FY 2021 New Schools Based on Increased Square Footage Cost

Start Year	FY 2021 Baseline	FY 2021 Executive Budget	Difference (\$)	Difference (%)
Fiscal Year 2021				
Chandler 9-12	\$8,789,375	\$13,506,938	\$4,717,563	54%
Tanque Verde 7-12	\$2,941,426	\$4,595,269	\$1,653,843	56%
Subtotal	\$11,730,801	\$18,102,206	\$6,371,405	
Fiscal Year 2022				
Buckeye K-8	\$7,309,002	\$12,041,661	\$4,732,659	65%
Laveen K-8	\$7,693,686	\$12,675,432	\$4,981,746	65%
Tanque Verde K-6	\$643,470	\$1,065,624	\$422,155	66%
Yuma Union 9-12	\$10,045,000	\$15,436,529	\$5,391,529	54%
Subtotal	\$25,691,157	\$41,219,246	\$15,528,089	

Advancing Arizona's Workforce for the New Economy

\$80M total investment in our public universities. This initiative includes:

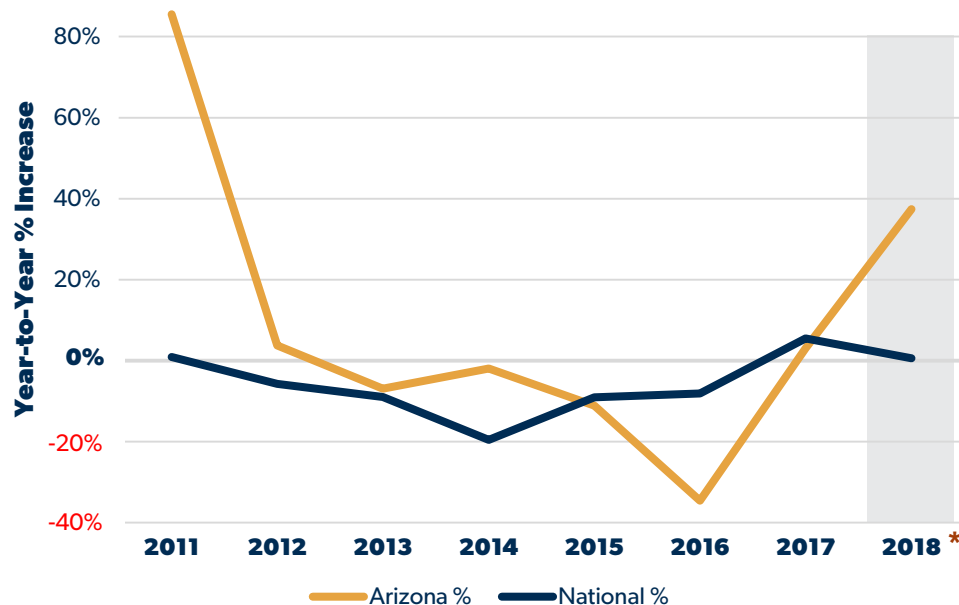
- 1) \$35M in one-time investment for university operating and capital improvements
- 2) \$35M ongoing support for the **New Economy Initiative** to boost educational opportunities in high demand fields such as health care, STEM, technology, biosciences and reduce time required to obtain a degree by modernizing curriculums and programs
- 3) \$10M Governor's initiative to provide State match for Arizona's public universities to pursue major, competitive, federal research grants to target high demand fields



Continuing to Move the Needle on Arizona Teachers Academy

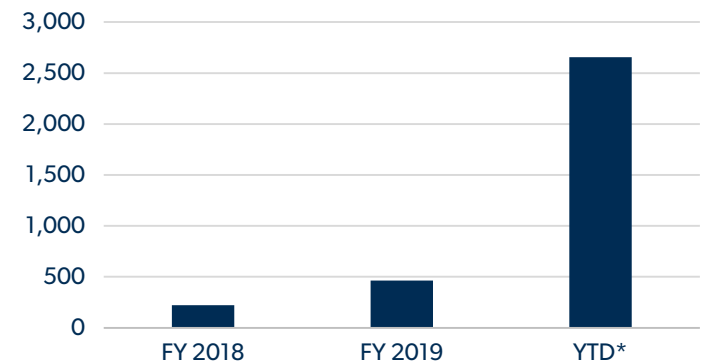
\$1M investment in a Teachers Academy marketing campaign to reach more students through targeted Ads, social media, and print and video advertising

Teacher Preparation Program Enrollment



***Establishment of Arizona Teachers Academy**

Arizona Teachers Academy Enrollment



***YTD is as of 12/10/2019**

Targeted Investments for Community Colleges

STEM & Workforce Program Aid Formula

\$11M to fully fund the Science, Technology, Engineering, Mathematics (STEM) and Workforce Programs Aid Formula for the Maricopa, Pima, and Pinal community college districts – for the **first time** since its creation in 2013

Rural Community College Districts

\$6M to the 10 rural community college districts for flexible operating funding to meet the demand for career and technical education programs

\$4M to the Arizona Commerce Authority to expand the Arizona Advanced Technology Corridor

Public Safety

“There’s no doubt about it, public safety is the most important thing government does – whether it’s on our streets or in our correctional facilities.”

Governor Doug Ducey

Targeted Corrections Investments

Description	\$ Investment
Lewis and Yuma Locking, Fire, and HVAC Replacement	\$48M
Salary Increase for Security and Investigators Series ¹	37
Bed Management Strategy	33
Fully Fund Statutory Building Renewal Formula	27
Substance Abuse Treatment Funding ²	8
Establish Corporal Position and Salary Compression Adjustments	6
Private Prison Inflation Adjustment	3
Inmate Education Expansion	1
Inmate Food Inflation Adjustment	0.7
Braille Transcription Program	0.3
Total FY 2021 Targeted Corrections Investments	\$164M

¹Funds corresponding salary increases for members of the Department of Juvenile Corrections security series

²Funded by the Medical Marijuana Fund

Population Management in Aging Infrastructure

\$33M to provide additional bed capacity management space

- In a multi-phased approach this investment will:
 - Vacate and close the Florence Prison (with the exception of the Globe unit) over the course of FY 2021 (eliminating 3,679 beds)
 - Partner with county jail facilities and a third party for added bed management capacity
 - Move existing staff from the Florence prison to the Eyman prison to fill vacancies
- Addresses the critical security and healthcare staffing levels at the Florence and Eyman complexes

Prison Name	November 2019 CO II Vacancy %	Projected CO II Vacancy % After Proposal
Florence	39.0%	NA
Eyman	31.8%	0%

- Eliminates \$152M - \$400M in known capital needs at the Florence prison

Expanding Substance Abuse Support

\$8M to provide additional support services for those struggling with substance addiction using the Medical Marijuana Fund



\$5M to expand substance abuse counseling services at ADC



\$2M to establish a Medical Loan Repayment Program for substance abuse counselors



\$1M to hire new employment specialists to help those convicted of drug possession



\$125,000 for an AHCCCS reach in program for all inmates convicted of drug possession

Providing a Real Second Chance

\$1M to expand education services for inmates by funding additional teachers positions, reducing student teacher ratio for special needs population, and increasing inmate annual literacy completion

10.0

**Additional Correctional
Education Program
Teacher Positions**

26:1 → **15:1**

**Reduces Student Teacher
Ratio for Tucson Special
Needs Population**

1,280

**Additional Inmates to
Complete Functional
Literacy Courses Annually**

\$250,000 to expand prison braille transcription program

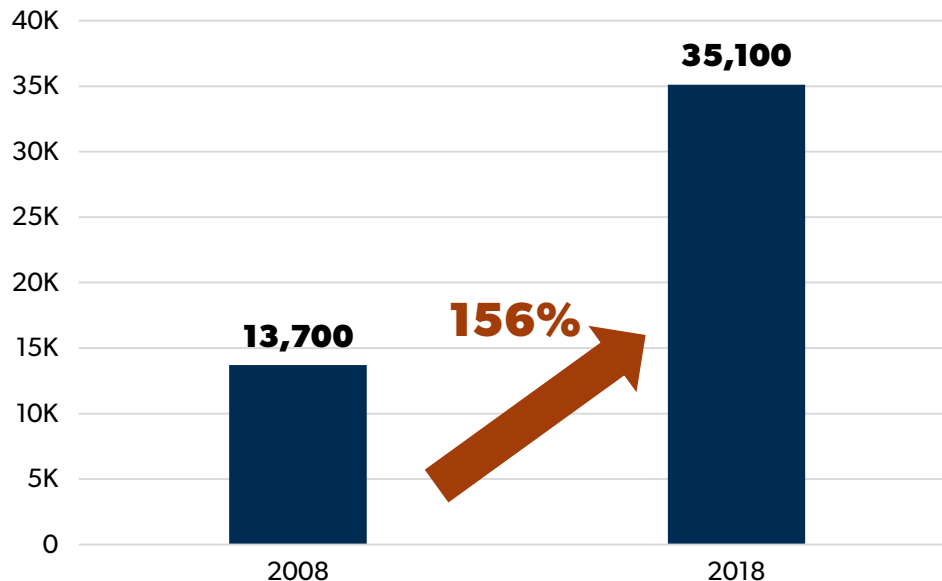
- Inmates transcribe student textbooks into braille through a partnership with the Foundation for Blind Children and the Arizona Department of Education
- Produced over 950 braille textbooks during the 2018-19 school year

Intercepting, Investigating, and Preventing Wrong Way and Impaired Drivers

The Executive takes a 4-pronged approach to combatting wrong way and impaired drivers:

- **\$8M** in increased grant funding to local law enforcement for additional DUI traffic stops
- **\$2M** at DPS for 6 new DUI Squad Troopers to patrol Maricopa County at night
- **\$2M** at the Department of Liquor Licenses and Control to create a 9-member DUI preventative and investigative task force
- **\$1M** at ADOT for 76 new thermal cameras to detect wrong-way drivers

DUI Arrests in Arizona



% Growth 2008 to 2018

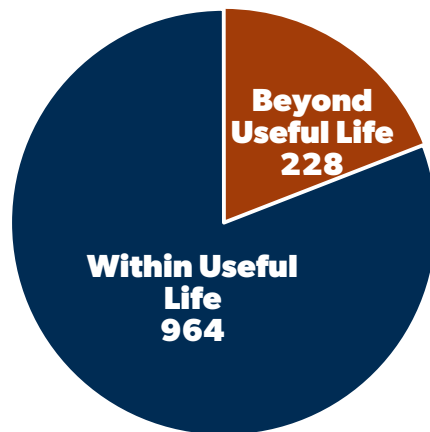
Arizona Population:	11.1%
Vehicles Registered:	26.5%
# of Driver's Licenses:	21.2%

Making Responsible, Regular Investments: Helicopter and Vehicle Replacements

The Executive Budget creates a regular equipment replacement cycle at DPS for helicopters and vehicles

- **\$15M** for two helicopters at DPS in FY 2021 and **\$6M** ongoing to replace one helicopter every two years
- A phased-in **\$20M** lease-purchase plan to replace all DPS vehicles by FY 2026

**DPS Highway Patrol Vehicles
(as of September 2019)**



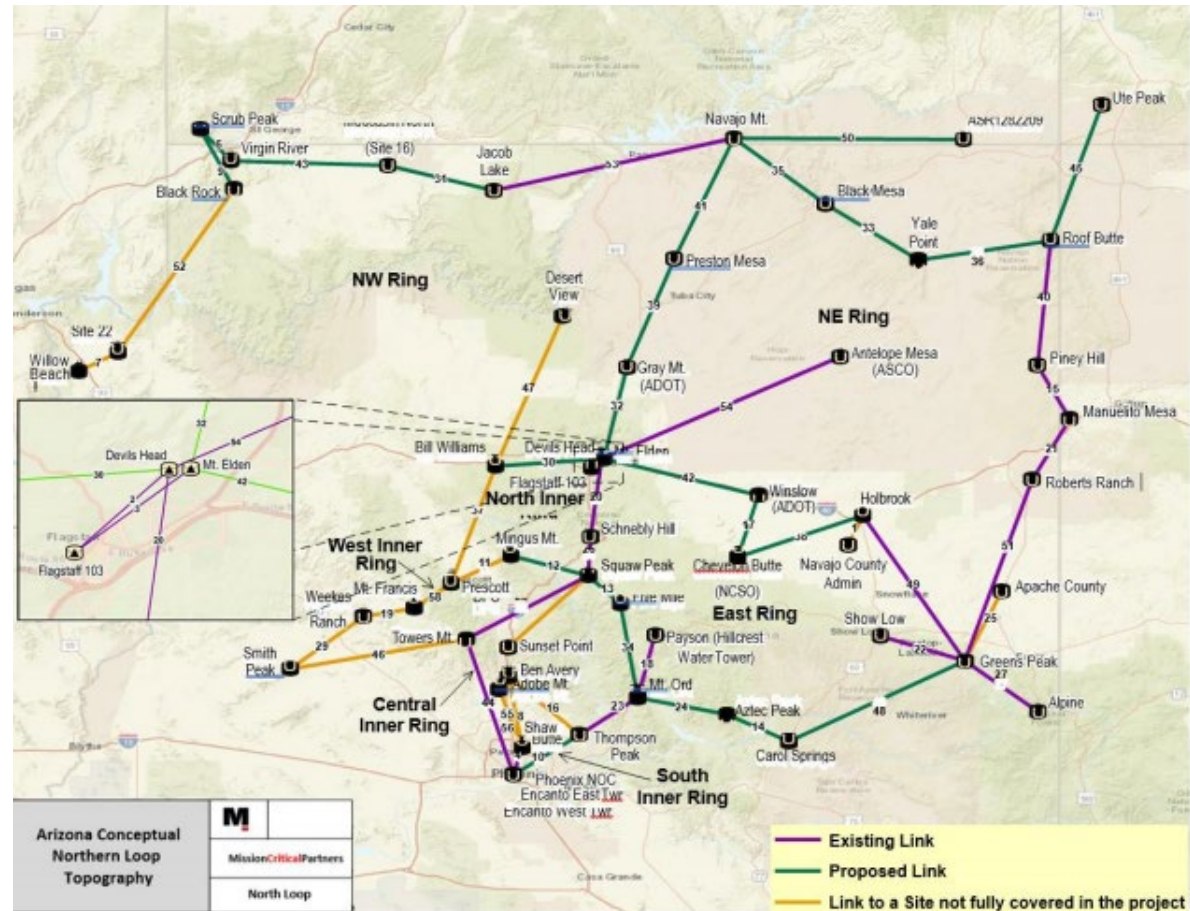
Helicopter Fleet

Helicopter Model	Years in Service (FY 20)
1999 Bell 407	20
2004 Bell 407	15
2004 Bell 407	14
2006 Bell 407	12
10 yr. industry safety standard	
2016 Bell 429	2

Investing in Public Safety Radio Networks

\$16M per year for the next three fiscal years to perform system-critical updates to the statewide land mobile radio network

- Existing microwave equipment is aging and has not been supported by the industry for **20 years**, increasing risk of critical failure, leaving public safety personnel without radio communications



***Map of existing and proposed site upgrades**

Body Cameras: Ensuring Safety, Efficiency, and Transparency at DPS

\$5M to equip every sworn member at DPS and task force members at other agencies with a body camera and for video management staff

Staff will be responsible for video retention and redaction services.



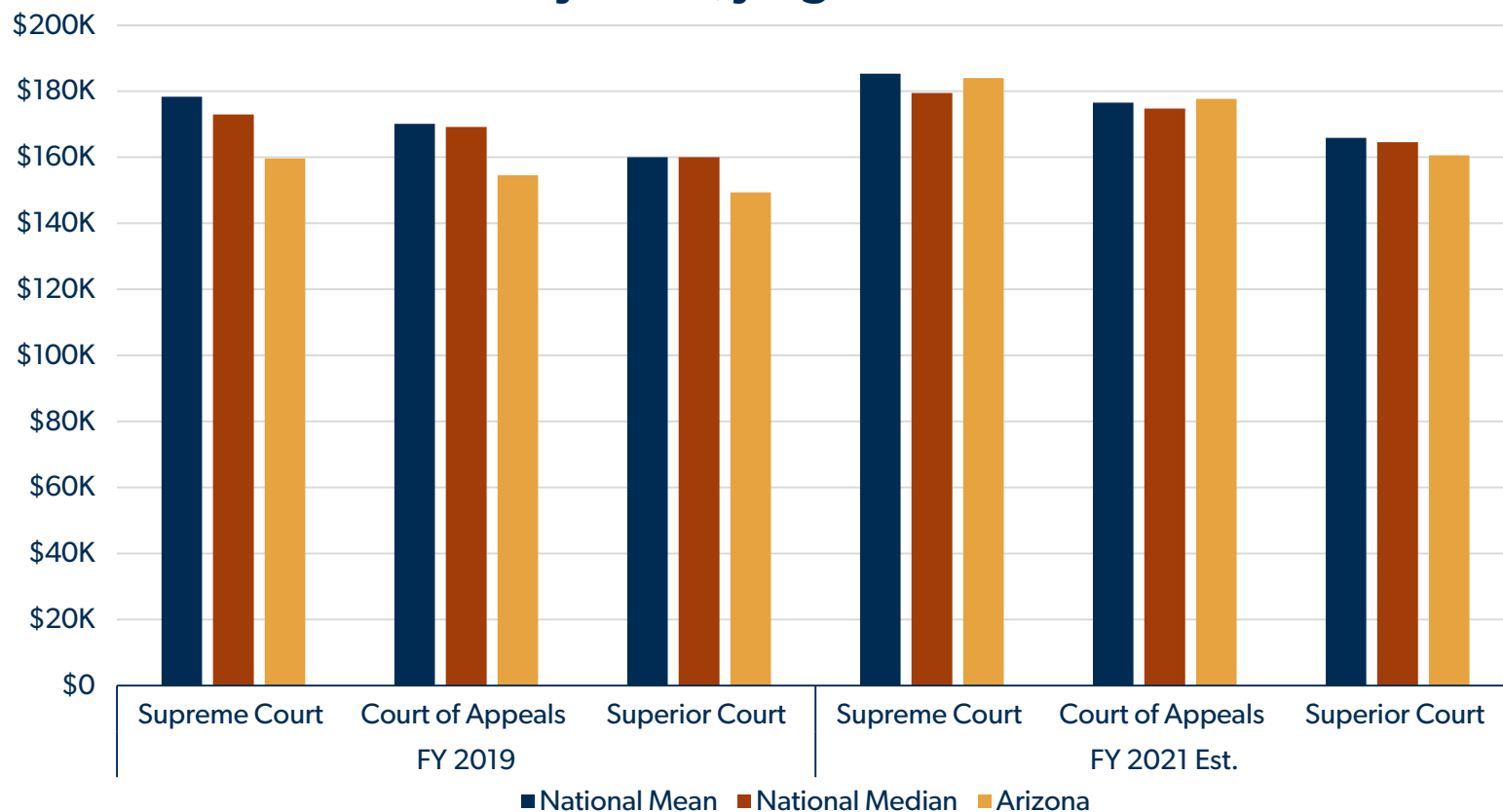
Targeted Public Safety Investments

Description	\$ Investment
South Mountain District Office	\$6M
New Trooper Radios in Southern Arizona	4
Fully Fund DPS Overtime Expenses	3
Rifle-resistant Helmets and Vests for Active Shooter Situations	2
Remote Housing	2
Increased Testing at the Crime Lab	1
Replace Computers on a 5-Year Regular Cycle	1
Support for Arizona Peace Officers Standards and Training	1
Increased Operational Costs at the Arizona Counter Terrorism Information Center	1
Total FY 2021 Targeted Public Safety Investments	\$21M

Pay & Retirement are Top Reasons for Staff Leaving the Courts

\$6M to make compensation for Arizona judges and justices more competitive and to help the courts recruit and retain qualified staff

Justices/Judges Salaries



Government That Works

“The size of our government is actually shrinking – all while providing faster, more efficient customer service to taxpayers and citizens.”

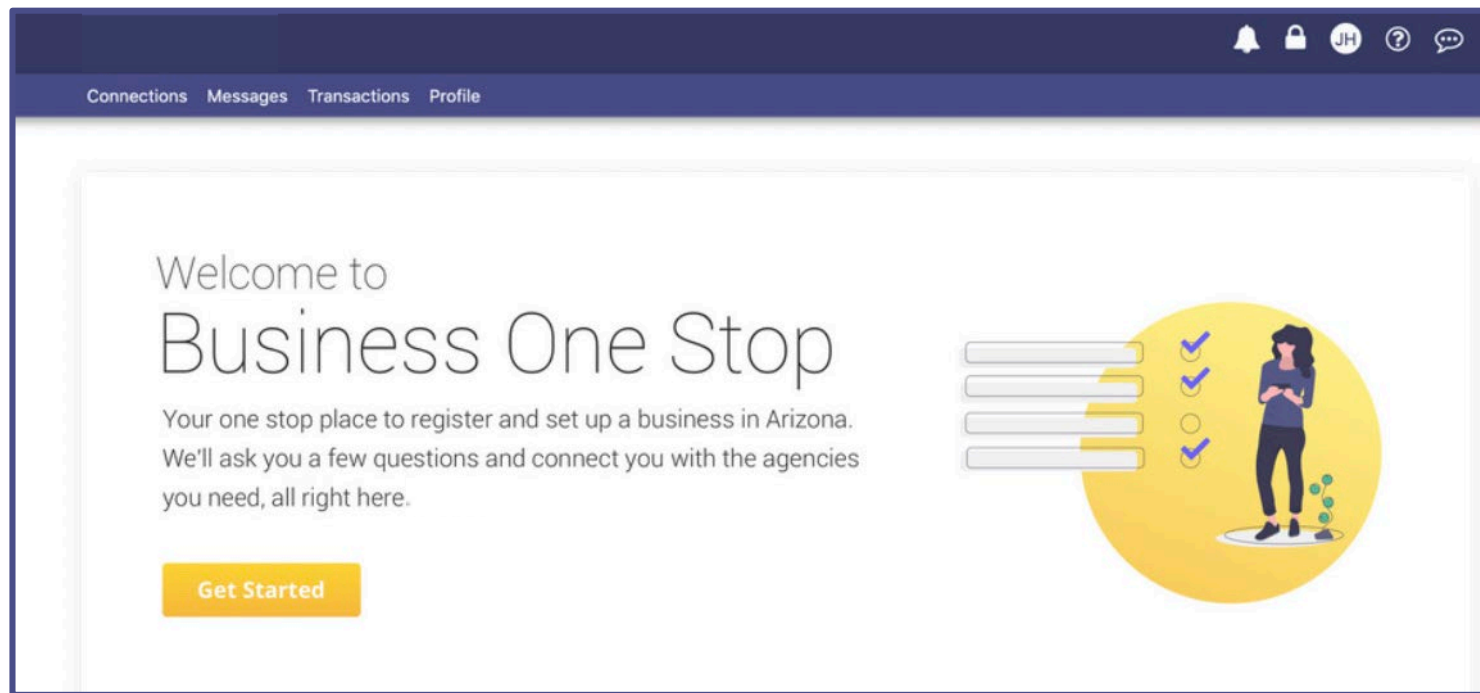
Governor Doug Ducey

Stewardship of Capital Assets

FY 2021 Capital Outlay and Building Renewal	
\$154M	Department of Transportation I-10 Widening Acceleration Construct, Replace, and Renovate Facilities Statewide
75	Department of Corrections Building Renewal Lewis & Yuma Locks, Fire, HVAC Phase 2 & 3 Replacement
27	Department of Administration Building Renewal Air Handler Units Replacement and Elevator Modernization
8	Department of Public Safety South Mountain District Office Remote Housing
5	Department of Game and Fish Building Renewal Maintenance of Dams and Hatcheries
6	Other Agencies Building Renewal and Facility Upgrades
\$275M	Total Capital Funding

Accelerating Government Efficiencies with a Business One-Stop Web Portal

\$8M to develop a Business One-Stop portal that will provide a single online location to help citizens and businesses plan, start, grow, and relocate businesses in Arizona



Investing in State Cybersecurity

\$12M to enhance cybersecurity preparedness and incident response

- Establishment of an Enterprise Cybersecurity Risk Management Program
- Partnership with the Department of Emergency and Military Affairs (DEMA)

	Response	Recovery
Current:	Limited to no emergency response capacity	Limited cybersecurity coverage for selected state agencies
Executive Budget:	DEMA cyber response team	Cybersecurity coverage for all state agencies

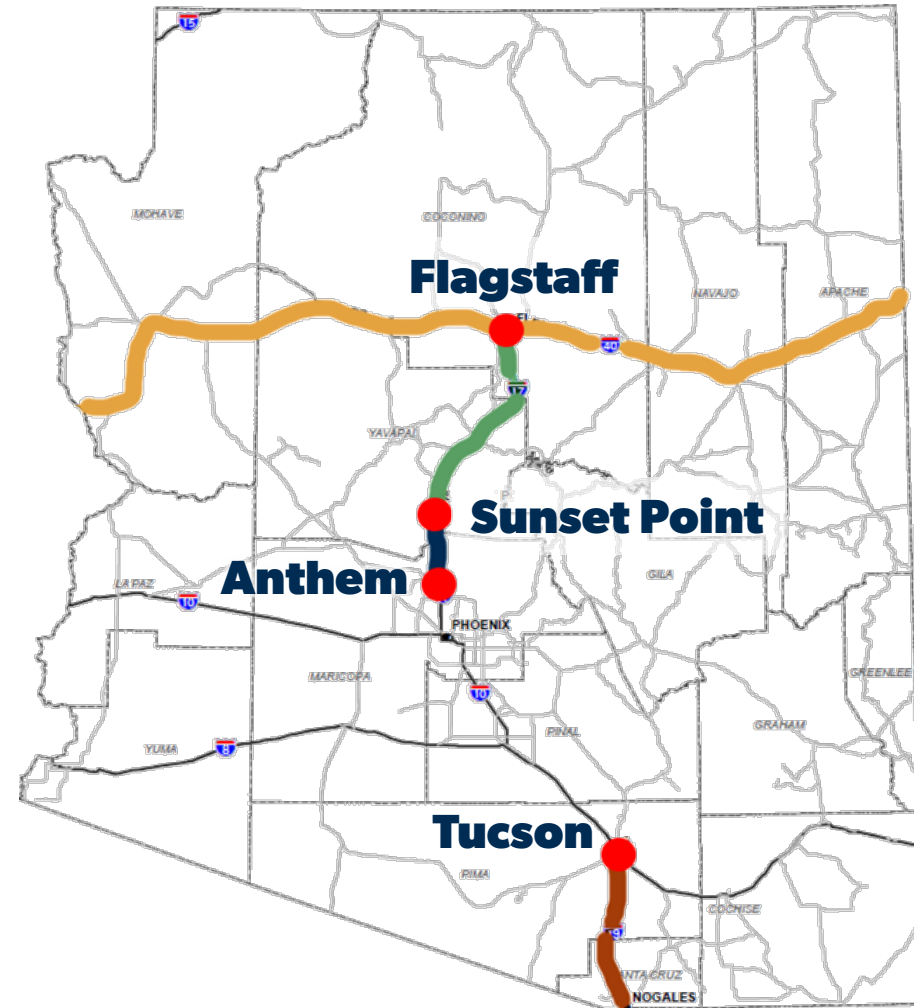
Connecting Arizona

Smart Highway Corridors:

\$59M to lay 514 miles of conduit and install multiple smart highway technologies along strategic corridors improving public safety and increasing access to advance telecommunications

Rural Broadband Grant Program:

\$10M to bolster the grant program in continuing the support of building advanced telecommunication infrastructure in rural areas



Accelerating I-10 Expansion

\$28M to replace and expand the I-10 bridge across the Gila River, which will add a third highway lane in each direction. The Executive intends for the \$50M scheduled for I-10 improvements in FY 2023 of the ADOT's Five Year Program to be accelerated to start in FY21

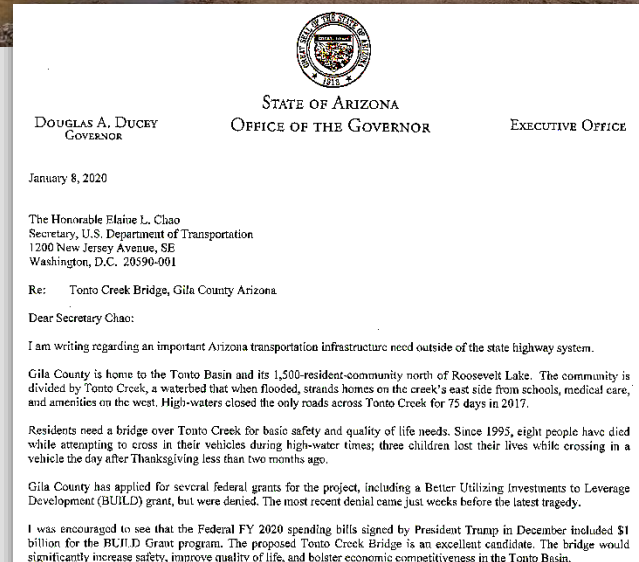
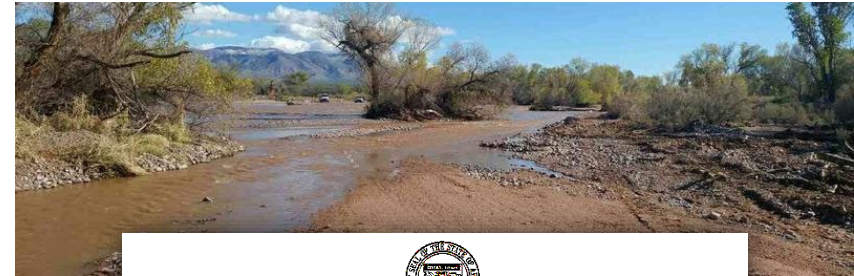
The portion of Interstate 10 that connects Phoenix and Tucson is a vital transportation and commerce corridor, and widening it to six lanes will improve public safety and enhance economic development opportunities in central Arizona and the Gila River Indian Community



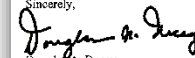
Funding for the Tonto Creek Bridge

The Governor has called upon the U.S. Department of Transportation to fund a new Tonto Creek Bridge through its Better Utilizing Investments to Leverage Development (BUILD) Grant program.

Year	Days Closed	% Calendar Days
2014	3	<1%
2015	8	2%
2016	40	11%
2017	75	21%
2018	10	3%
2019	46	12%



The Tonto Creek Bridge has my highest recommendation for BUILD Grant funding, and I urge your support for this project.

Sincerely,

Douglas A. Ducey
Governor
State of Arizona

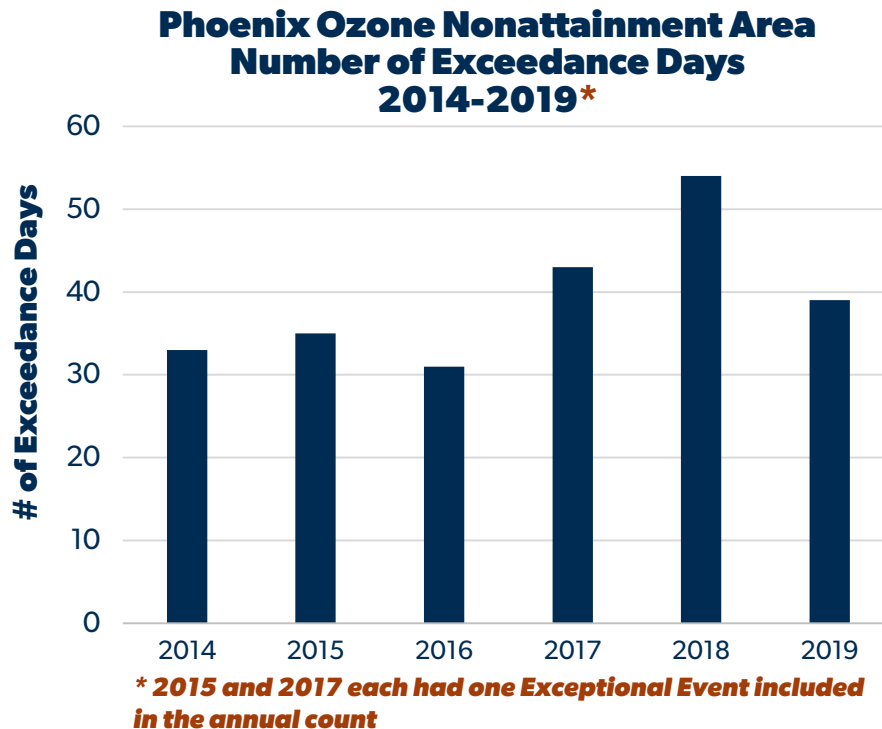
Natural Resources

“During higher times of wildfire activity, wildland firefighters protected Arizonans from several significant threats including the Museum Fire near Flagstaff and the Woodbury Fire in the Superstition Mountains – the fifth-largest fire in Arizona history. These heroic firefighters and first responders put their lives on the line to keep others safe, and Arizona is deeply grateful.”

Governor Doug Ducey

Air Quality Attainment

- In 2015, the Environmental Protection Agency (EPA) raised the National Ambient Air Quality Standard for ground-level ozone
- Arizona's unique geography and weather patterns make it difficult to meet this new level of attainment



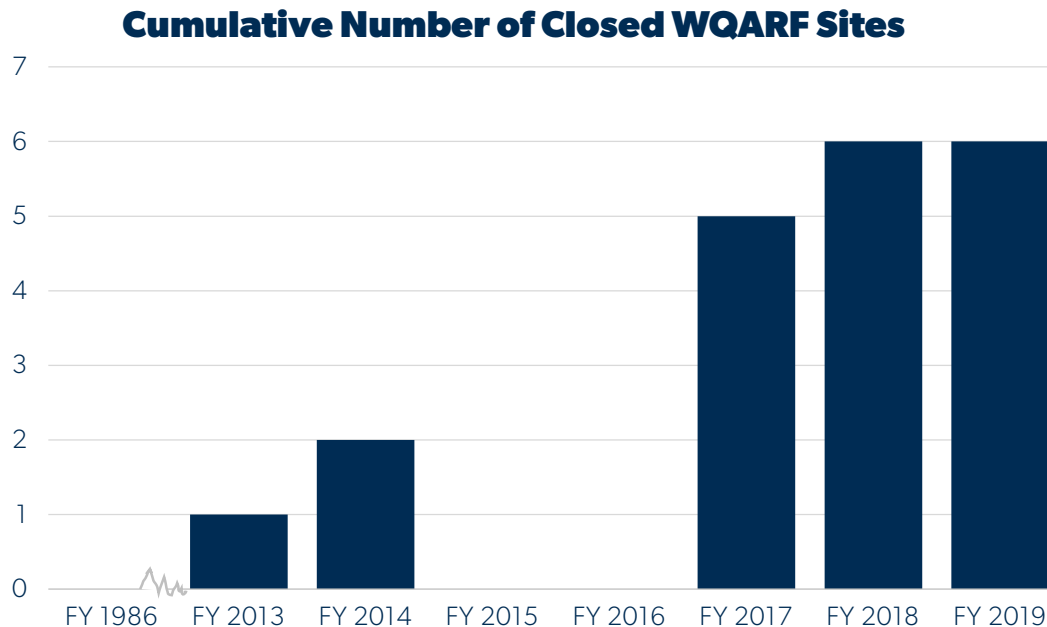
The Executive Budget includes several initiatives to address this problem:

- **\$700,000** for travel reduction public awareness campaign
- **\$400,000** for remote testing pilot program authorized by Laws 2019, Chapter 141

Protecting Our Land and Groundwater

\$15M to fully fund Water Quality Assurance Revolving Fund Program

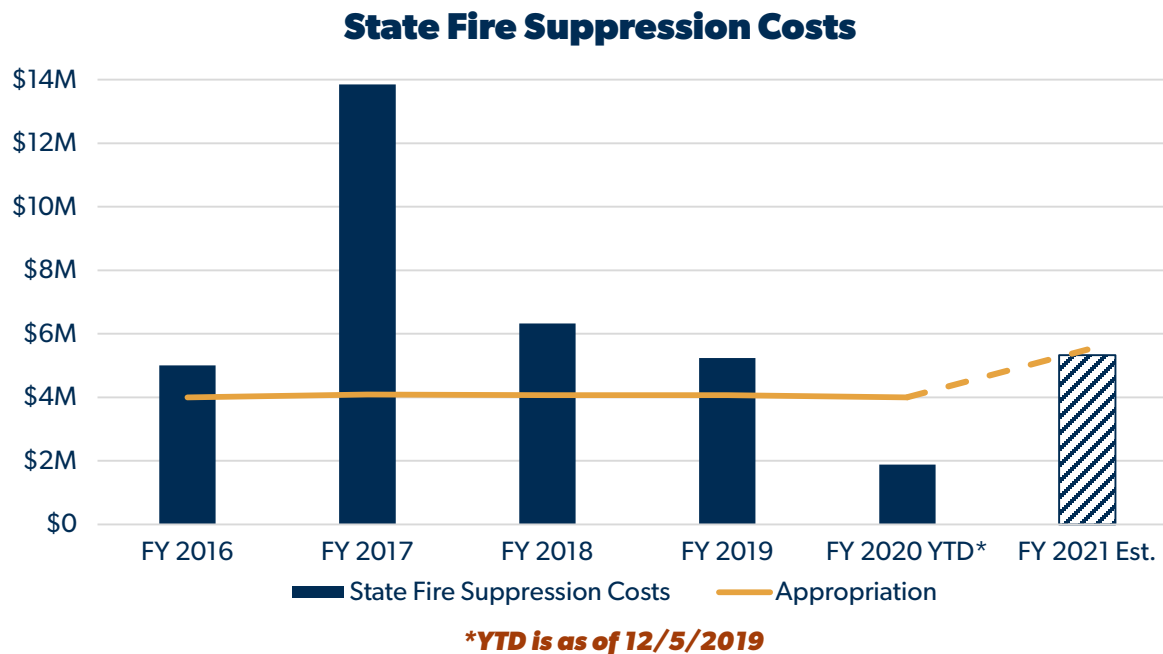
- WQARF is Arizona's alternative to the federal program to remediate contaminated hazardous waste sites
- WQARF has not been fully funded as authorized by statute since FY 2007



Strengthening Arizona's Fire Preparedness

For the past four fiscal years, DFFM has operated in a deficit. The Executive Budget addresses this issue by allocating:

- **\$5M** to pay debts to the federal government
 - **\$2M** to increase fire suppression funding from \$4M to \$6M
- 5%** increase in DFFM firefighter salaries



Health and Welfare

“With our youth. They face more challenges than ever today. Let’s focus on the whole child, promoting personal resilience, community and a supportive environment. And tackling loneliness. Connecting with one another.”

Governor Doug Ducey

Targeted Investments for Children

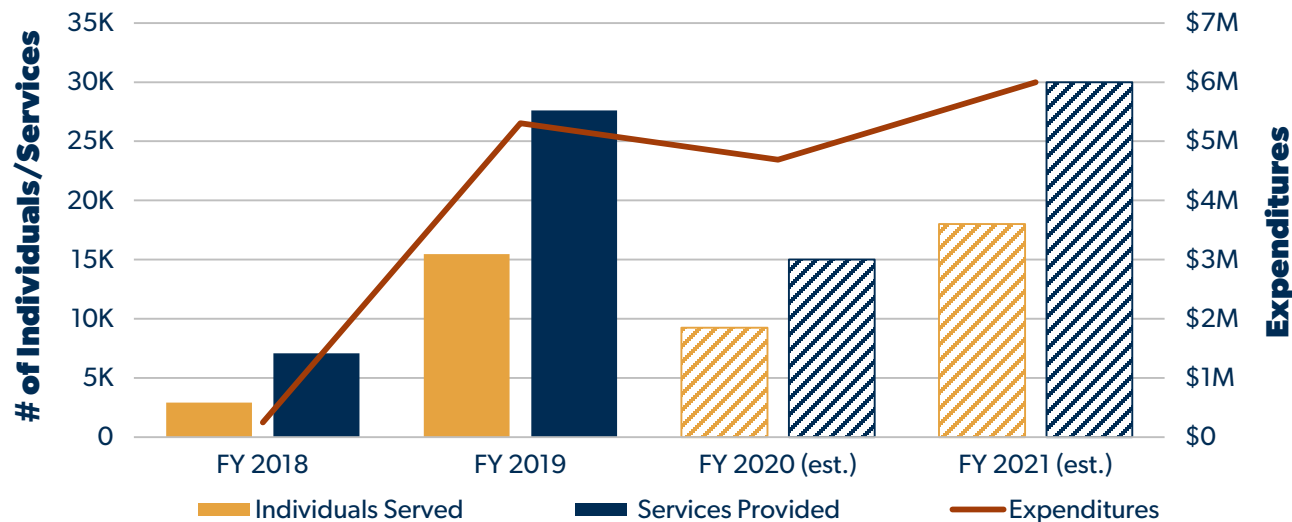
Description	\$ Investment
Child Care: Expanding access to quality child care for working and foster families	\$23M
Adoption Subsidy: Increasing adoption of children with significant disabilities and sibling groups	14
Pay Package: Providing a 10% increase in DCS caseworker pay	11
“Grandmother Stipend”: Doubling financial assistance to kinship families and caregivers	5
Newborn Screening: Closing a deficit in the Newborn Screening Fund and adding two new tests to the program	1
Dependency Alternative Program: Responding to and resolving dependency petitions faster	0.2
Total FY 2021 Targeted Investments for Children	\$54M

Continued Support in Fight Against Opioid Abuse

\$6M to continue providing services to underinsured or uninsured persons seeking substance abuse treatment from the Medical Marijuana Fund

- **23,328 Arizonans** received services from the \$10M General Fund deposit included in the Opioid Epidemic Act
- By the end of FY 2020, the original deposit will be expended, leaving no state aid for this purpose
- **18,000 additional Arizonans** will be served with the \$6M deposit

Impact of State Funding for Substance Abuse Treatment

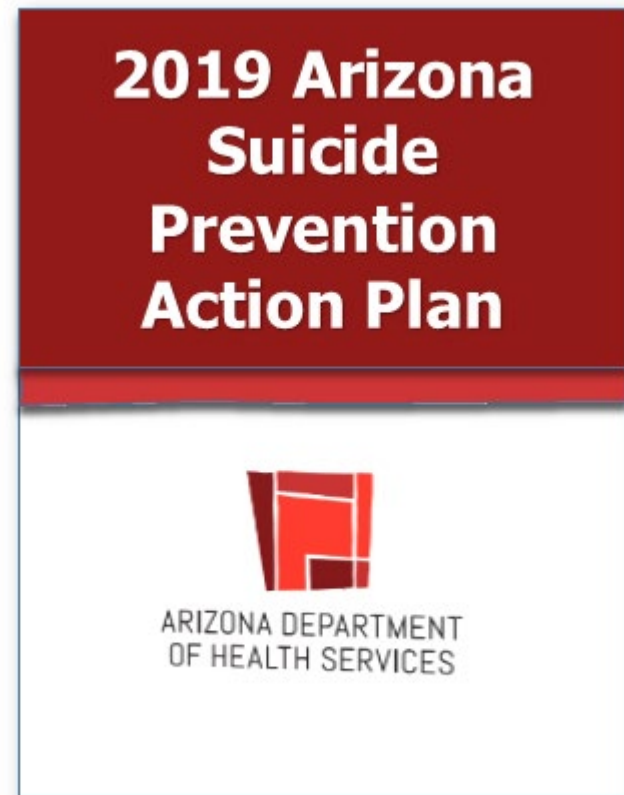


Suicide Prevention Action Plan

\$400,000 to establish a Suicide Mortality Review Team

In August 2019, the Department of Health Services issued a suicide prevention action plan to:

- Create a Suicide Mortality Review Team to track suicide-related deaths, identify gaps in reporting, and inform policy change to effectively reduce suicide rates and target high-risk populations
- Enhance crisis response teams
- Expand other crisis services
- Run a social isolation campaign



Investing in Rural Tourism Marketing

\$1M to strengthen and grow Arizona's economy through travel and tourism promotion with a focus on rural tourism, statewide destination marketing and target city marketing



Expand the current Rural and Tribal Marketing Cooperative Match program to at least four more communities at the maximum match rate of \$50,000 to allow rural and tribal communities to purchase marketing options



Partner with rural communities to launch a "Leave No Trace" marketing campaign to minimize visitor impact on the outdoors and educate tourists about sustainable practices while visiting Arizona destinations



Increase marketing efforts in Denver, Colorado in partnership with the City of Flagstaff and City of Prescott to take advantage of the new direct airline flights from Denver to Prescott and to Flagstaff

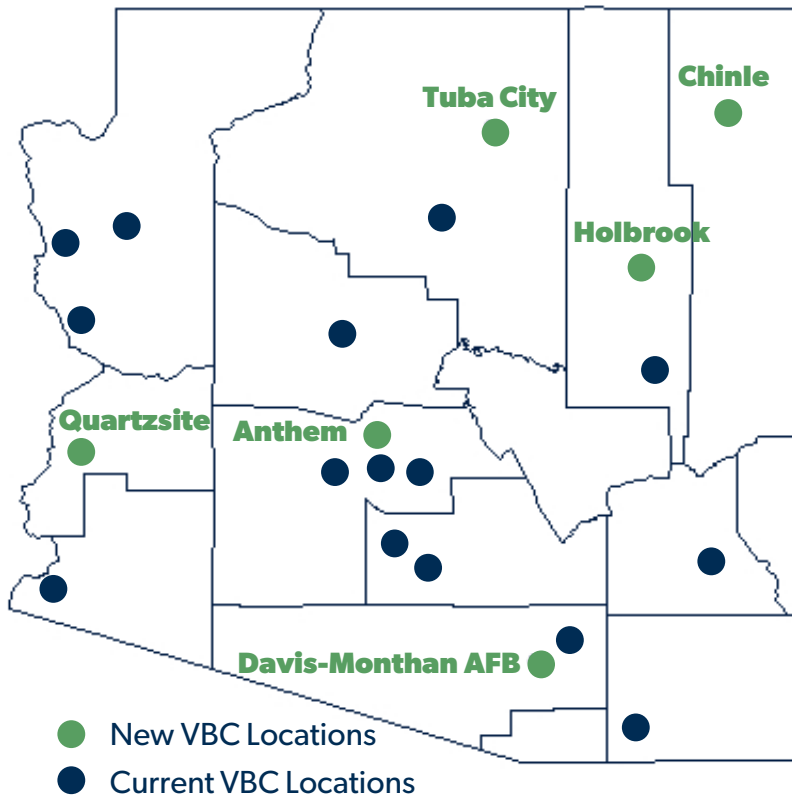


Increase Arizona's participation in consumer trade shows and travel exhibits to promote Arizona in existing target cities, which includes Chicago, Dallas, Minneapolis, New York and San Francisco

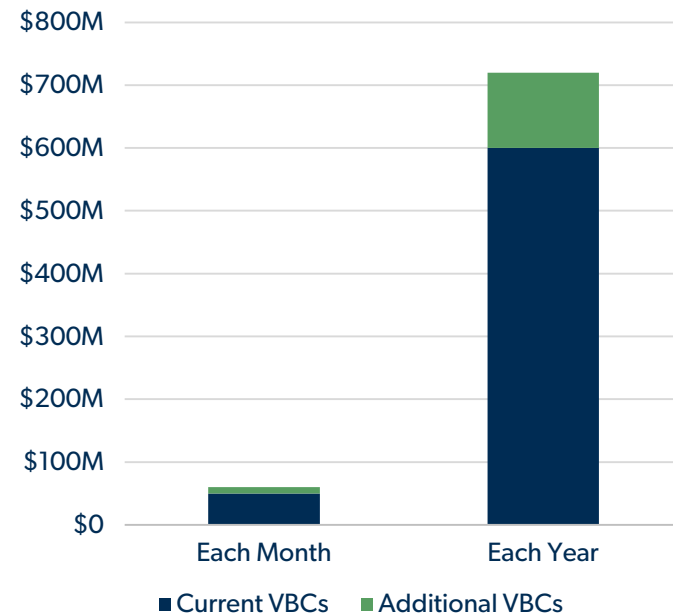
Additional Veterans' Support

\$416,400 to fund six additional Veterans' Benefits Counselor (VBC) positions

- The new VBCs will increase veterans' accessibility to counseling and will bring in more money in benefits to veterans



Money Brought into Arizona's Economy by VBCs



Maintaining Fiscal Discipline

(\$ in millions)

	FY 2020	FY 2021
Total Revenues	\$12,592.1	\$12,499.1
Enacted FY 2020 Base Spending	11,582.5	11,582.5
Baseline Changes	24.4	(48.4)
New Initiatives	42.9	775.5
• <i>One-Time</i>	42.9	473.8
• <i>Ongoing</i>		301.7
Total Spending	11,649.9	12,309.6
Rainy Day Fund Deposit	271.1	25.0
Ending Balance	671.0	164.4
Structural Balance	\$762.9	\$250.0

* Numbers do not add due to rounding.

“For those who got here just yesterday, we’re glad to have you. Welcome to the crackling energy of booming Arizona. Here we do things a little differently. Here we believe in opportunity for all.”

Governor Doug Ducey

Acknowledgements

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OFFICE OF THE
ARIZONA GOVERNOR
STRATEGIC PLANNING & BUDGETING

FY 2021 Executive Budget available at:

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