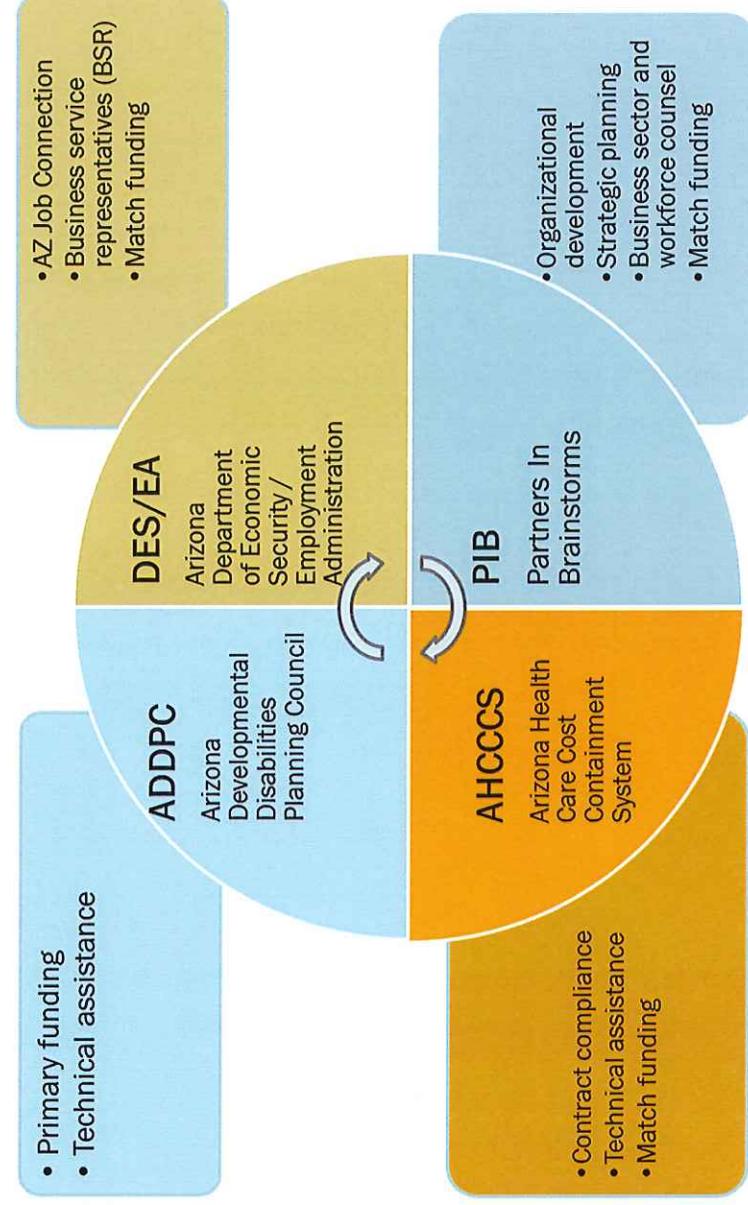


Untapped Arizona is embarking upon a transition focused on supporting its evolution into a self-sustaining organization that supports Arizona businesses in recruiting, hiring, retaining, and promoting workers with disabilities. Untapped Arizona's Public-Private Partnership (P3) model is an innovative, one-of-a-kind model that currently does not exist elsewhere, and could ultimately serve as the P3 model to be replicated in other states. There is no manual to follow in establishing an organization such as Untapped Arizona, which gives us the opportunity to implement innovative strategies, learn from the experience, and continue to refine the model. The original partnering entities identified below are continuing their commitment to supporting Untapped Arizona, both programmatically and financially.



With the recent establishment of a Board of Directors and the filing for non-profit 501(C)(3) organizational status, Untapped Arizona is positioned to build upon foundational research, strategic planning, and program development activities to support Arizona's business community in diversifying the workforce. More than 800 small, medium, and large businesses statewide have completed *Statewide Business Needs Assessment Survey* aimed at increasing Untapped Arizona's understanding of employers' challenges, practices, and strategies in recruiting and hiring individuals with disabilities.

The newly formed Board of Directors will be well supported in casting a vision for the future and refining the business and organization model of Untapped Arizona. Based on lessons learned, and the goal of moving Untapped Arizona forward more rapidly, a strategic decision was made to eliminate the President/CEO position and instead utilize independent contractors with targeted skill sets. These independent contractors will work on either a part-time or project basis to perform key functions and tasks in order to minimize the time needed to meet short-term objectives and milestones. A logic model has been prepared to highlight accomplishments to date, outputs for the next contract period, and both short-term and long-term outcomes. Following are priority tasks to be performed in the first few months of the next contract period to ensure timely completion of milestones.

- Secure an independent strategic planning consultant/facilitator with a business focus to facilitate strategic planning sessions with the Board and generate implementation plans to support organizational and financial sustainability.
- Secure independent contractor(s) with targeted skills sets to work on either a part-time or project basis to perform key functions and tasks.
- Finalize the current draft of the business workplace diversity self-assessment tool and pilot the tool with industry sector business leaders to solicit input on training supports, tools, and services needed to address areas of weakness.

Untapped Arizona is seeking \$174,775 to support the tasks and milestones outlined in the logic model. The amount represents level funding from the previous year, with an additional 2.9% to cover Arizona's allowable cost-of-living adjustment for state vendors and subcontractors. It is important to note that the projected match funding exceeds the required funding level of \$58,258 by \$5,700, for a total of \$63,975.

Untapped Arizona Logic Model

Vision	Untapped Arizona (UAZ) is a widely accepted model for workforce planning and development, strategically bringing together key leaders from business and government to create a single go-to resource to help businesses connect with qualified job candidates with disabilities.		
Mission	Untapped Arizona utilizes a sector-based approach to support businesses in recruiting, hiring, retaining, and promoting workers with disabilities to meet their workforce needs.		
	Labor Pool	Business	Organization
Accomplishments	<ul style="list-style-type: none"> ▪ Recruited for and implemented quarterly meetings of the Community Employment Advisory Committee ▪ Developed strategic plan for the labor pool track ▪ Final stage of negotiations with DES for job seeker customer enhancements to AZ Job Connection (www.azjobconnection.gov) ▪ Initiated development of tools to locate, engage, and drive the talent pool to AZ Job Connection ▪ Initiated development of tools to inform employment service provider community about the future of workforce needs 	<ul style="list-style-type: none"> ▪ Recruited for and implemented quarterly meetings of the Business Advisory Committee, representing Arizona's industry sectors ▪ Implemented and analyzed data from the Statewide Business Needs Assessment Survey <i>[To date, 822 surveys have been completed and analyzed.]</i> ▪ Developed strategic plan for the business track ▪ Final stage of negotiations with DES for business customer enhancements to AZ Job Connection ▪ Initiated development of the business workplace diversity self-assessment tool 	<ul style="list-style-type: none"> ▪ Trademarked name and logo ▪ Recruited and established a Board of Directors ▪ Conducted initial meetings of the Board ▪ Filed documentation to secure nonprofit organizational status ▪ Developed short-term organizational development strategic plan ▪ Researched other entities to identify potential funding strategies
Outputs Year 5 October 1, 2016 – September 30, 2017	<ul style="list-style-type: none"> ▪ Host quarterly meetings with the Community Employment Advisory Committee ▪ Finalize, with ADES/DERS, job seeker customer enhancements to AZ Job Connection ▪ Finalize and implement tools and strategies to locate, engage, and drive the talent pool to AZ Job Connection ▪ Finalize and implement tools to inform employment service provider community about the future of workforce needs ▪ Create reports and processes to identify candidates enrolled in AZ Job Connection and available to meet workforce needs ▪ Create reports and processes to identify the number of employment service providers that have integrated AZ Job Connection into their everyday business practices 	<ul style="list-style-type: none"> ▪ Host quarterly meetings with the Business Advisory Committee ▪ Finalize, with ADES/DERS, business customer enhancements to AZ Job Connection ▪ Solicit sector business leaders to pilot the self-assessment tool and provide input on training supports/tools and services to address areas of weakness ▪ Finalize and implement the business workplace diversity self-assessment tool ▪ Develop marketing tools and execute marketing strategies to inform Arizona businesses about UAZ. ▪ Support businesses in diversifying their workforce by leveraging the UAZ peer-to-peer, business-to-business network (e.g., best practices, mentoring of companies, sector expertise, etc.) Implement protocols to maximize business engagement activities in partnership with DES ▪ Develop and implement strategies to integrate UAZ into the state's sector strategy ▪ Develop UAZ partnership affiliation agreement and funding protocols ▪ Create reports and processes to identify the number of businesses using AZ Job Connection to post jobs 	<ul style="list-style-type: none"> ▪ Secure independent contractor(s) with targeted skill sets to work either part-time or on a project basis to perform key functions or tasks ▪ Solicit additional candidates for Board membership for consideration by the Board of Directors ▪ Secure an independent Strategic Planning Consultant/Facilitator with a business focus to facilitate the strategic planning sessions with the Board. Generate implementations plans to support organizational and financial sustainability ▪ Revise the status of the Business Advisory Committee and Community Employment Advisory Committee to be working Standing Committees ▪ Conduct a comprehensive SWOT analysis concerning UAZ becoming the statewide affiliate of the United States Business Leadership Network (USBLN) ▪ Complete a competitive analysis / strategic mapping of current providers and services being offered to businesses to best determine UAZ's competitive niche and sustainability path ▪ Make enhancements to the UAZ website that facilitate businesses' ability to access information, tools, and resources to diversify their workforce ▪ Make enhancements to the UAZ website that facilitate the service provider community in connecting qualified job candidates to employers
Short-Term Outcomes Year 5	<ul style="list-style-type: none"> ▪ 250 people with disabilities will be enrolled in AZ Job Connection, including 65 with developmental disabilities ▪ 50 people with disabilities will be hired 	<ul style="list-style-type: none"> ▪ 65 new businesses posting jobs in AZ Job Connection ▪ Arizona businesses receive technical assistance and direct services from UAZ to diversify their workforce ▪ Businesses are conducting peer outreach and education to other businesses on how to diversify their workforce 	<ul style="list-style-type: none"> ▪ UAZ initiates revenue generation

Untapped Arizona Logic Model

Long-Term Outcomes Years 6-7	<ul style="list-style-type: none">▪ Increased use of AZ Job Connection as the primary resource used by individuals with disabilities to search for employment	<ul style="list-style-type: none">▪ UAZ is integrated into the state's sector strategy▪ Businesses are adopting practices to diversify their workforce	<ul style="list-style-type: none">▪ UAZ is a partially sustainable organization with a diversified funding stream
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Untapped Arizona (UAZ) Line Item		Budget	Matching Funds	Total (Budget + Matching Funds)
1	Board, Standing Committees and Partners			
	a. Board of Directors	\$ -	\$ 9,850.00	\$ 9,850.00
	b. Business Advisory Committee (BAC)	\$ -	\$ 11,820.00	\$ 11,820.00
	c. Community Employment Advisory Committee (CAEC)	\$ -	\$ 5,416.00	\$ 5,416.00
	d. Arizona Health Care Cost Containment System (AHCCCS) Program Development Officer	\$ -	\$ 3,500.00	\$ 3,500.00
	e. Arizona Department of Economic Security, Division of Employment and Rehabilitation Services (ADES/DERS) Personnel	\$ -	\$ 4,729.00	\$ 4,729.00
2	Fringe Benefits			
	a. AHCCCS Program Development Officer		\$ 1,067.00	\$ 1,067.00
	b. ADES/DERS Personnel		\$ 2,090.00	\$ 2,090.00
3	Contract Services			
	a. Operations, Communications, Content and Administrative Services (e.g. develop resources and tools for businesses and community employment partners including content for tool kits, research and provide new and relevant Untapped Arizona website and AZ Job Connection / Untapped Arizona content and resources, provide day-to-day administrative support, complete key tasks as needed, fulfill action and information requests from the Board, stakeholders, partners, job seekers, etc.)	\$ 42,500.00	\$ -	\$ 42,500.00
	b. Business Outreach (e.g. provide outreach and presentations to key businesses and groups, fulfill information and services request of current and prospective businesses involved with Untapped Arizona including the Business Advisory Committee, addresses business-related tasks and requests from the Board, etc.)	\$ 47,525.00	\$ -	\$ 47,525.00
	c. General Consulting, Strategic Planning, Facilitation of Board Strategic Planning Session, Business Sector and Workforce Analysis, Federal and State Program and Contract Compliance, Documentation of Untapped Arizona Model, Leveraging Existing and Planned Programs (e.g. Workforce Innovation and Opportunity Act (WIOA), education/training for "Jobs of the Future" among youth in transition and job seekers with disabilities, economic development to benefit new and existing Arizona companies with their inclusive workforce needs including federal contractors , etc.)	\$ 24,500.00	\$ 8,000.00	\$ 32,500.00
	d. Research, Output & Outcome Analysis (e.g. Statewide Survey of Businesses - <i>Employers' Practices, Challenges, and Strategies— Recruiting and Hiring Individuals with Disabilities</i> ; awareness, usage, and analysis among business of the AZ Job Connection and strategic recommendations to ADES/DERS staff; outcomes; and industry, business, secondary research database access fees; ongoing primary and secondary research and analysis, etc.)	\$ 5,000.00	\$ 2,500.00	\$ 7,500.00
	e. Accounting, Financial and Legal Services (e.g. fiscal management, administrating filings of funding records and documents of non-profit entity, legal services and contract compliance both federal and state requirements, etc.).	\$ 10,000.00	\$ 1,000.00	\$ 11,000.00
	f. Marketing, Advertising, Website, Video Production, and Design Services (e.g. includes production of an Untapped Arizona video, graphic design of communication materials	\$ 22,000.00	\$ 2,500.00	\$ 24,500.00

	g. Business Services, Editing, Information Technology Services, (e.g. grant and proposal writing, presentations development and graphic design assistance, editing, IT and maintenance support, back-up and compliance with State of Arizona contract requirements, etc.).	\$ 7,500.00	\$ 1,000.00	\$ 8,500.00
4	Travel	\$ 3,500.00	\$ -	\$ 3,500.00
5	Printing and Production / Supplies / Operating Expenses	\$ 6,500.00	\$ 815.00	\$ 7,315.00
6	Rent/Operating Costs	\$ -	\$ 3,268.00	\$ 3,268.00
7	Indirect Costs (e.g. Board of Director's insurance, liability insurance, etc.)	\$ 5,750.00	\$ 6,420.00	\$ 12,170.00
		\$ 174,775.00	\$ 63,975.00	\$ 238,750.00
	ADDPC FUNDING REQUEST	\$ 174,775.00		

Budget Narrative

YEAR 5	The funding request of \$174,775.00 for Year 5 (October 1, 2016 - September 30, 2017) is based on level funding from the previous Year 4 (September 1, 2015 - August 31, 2016) of \$169,863.15. The additional \$4,911.85 or 2.9% covers Arizona's allowable cost-of-living adjustment for State vendors, and provides contingency funding (non-matching services) to address ADDPC's requests for: 1) the production of an Untapped Arizona video, and 2) contracting with an independent Strategic Planning Consultant/Facilitator with a business focus to facilitate and document the strategic planning sessions with the Board. This funding request is based on transitioning Untapped Arizona to a non-profit entity governed by a Board of Director, with the services to be provided by contractors based on specific needs and skills sets.
1a	The Board of Directors is estimated to include 9 members by the end of the contract period. The Board will initially meet monthly. Pre-work of at least an hour will be required prior to each meeting. According to the Department of Labor, the volunteer hourly rate for a Business Manager in Arizona is \$49.25 per hour. In addition, a nominal number of hours have been allocated for additional meetings of the Board Officers (e.g. President, Secretary and Treasurer) and/or committee meetings. Total hours for Year 5 are estimated to be 200 hours at \$49.25 an hour, or \$9,850.00 for Year 5.
1b	The Business Advisory Committee is estimated to be approximately 20 members representing key business sectors in Arizona. Some members of the Board will be recruited from the Business Advisory Committee, and may elect to serve only on the Board and not on the Business Advisory Committee, so there may be some fluctuation in the total number of members as open positions are filled. The time commitment of the Business Advisory Committee is estimated to meet quarterly for approximately 3 hours. According to the Department of Labor, the volunteer hourly rate for a Business Manager in Arizona is \$49.25 per hour. Total hours for the Business Advisory Committee is calculated at 240 hours at \$49.25 an hour, and totals \$11,820 for Year 5.
1c	The Community Employment Advisory Committee includes approximately 20 members who participate on a quarterly basis and provide input on how best to increase the pool of potential job candidates with disabilities. The time commitment of the Community Employment Advisory Committee is based on meeting once every quarter. According to the Department of Labor, the volunteer hourly rate for a Job Counselor / Provider in Arizona is \$22.57 per hour. Total hours are estimated to be 240 at \$22.57 per hour for a total of \$5,416.00 annually for Year 5 .
1d	The match funding is 5% of the AHCCCS Program Development Officer's state funded salary to monitor and oversee the implementation of the project, which is \$3,500.00 annually for Year 5.
1e	The in-kind match funding is provided by the ADES/DERS based on 7.5% personnel time of the Policy Manager and 1% personnel time of two Employment Administration staff to support the project or \$4,729.00 annually for Year 5.
2	Fringe benefits for Untapped Arizona's CEO includes full healthcare coverage (e.g. health, dental and vision) and employer social security contribution. The fringe benefits match is based on an annual total of \$1,067.00 for AHCCCS Program Development Officer and \$2,090.00 for DES/ Employment Administration personnel, for a total of \$3,157.00 total fringe benefits match for Year 5.
3c	Consulting services provided by the contracted firm, Partners In Brainstorms (PIB), to include services as per its State of Arizona Master Contract and Blanket Purchase Order ADSP013-038340, specifically: screening, recruiting, hiring and management of all subcontractors; strategic and financial planning; organization development services; Federal and State of Arizona contract compliance; sector business strategies; Board activities, etc. Partners In Brainstorms is to provide a minimum in matching services of \$8,000.00 for Year 5 for line item 3c General Consulting and Strategic Planning Services. An additional cost of \$5,000 (cash, non-matching) has been allocated for an outside Strategic Planning Consultant and Facilitator subcontractor to facilitate the strategic planning sessions for the Board of Directors.
3d	Professional services and expenses associated with the development, implementation, and analysis of the survey of businesses throughout Arizona regarding the employment of individuals with disabilities. Additional analysis to be completed to further aid ADES/DERS and Untapped Arizona in better understanding how to improve AZ Job Connection and fulfill expectations of businesses and job candidates with disabilities. A direct cash match contribution is from ADES/DERS of \$2,500.00 in Year 5.

3e	Accounting, financial, and legal services associated with the Untapped Arizona including contract compliance and accounting, financial services associated with the non-profit entity. Partners In Brainstorms is to provide a minimum in matching accounting and financial services of \$1,000.00.
3f	Covers expenses related to Untapped Arizona marketing initiatives and materials in attracting and educating businesses, and working with ADES/DERS and key stakeholders in building the job candidate pool of qualified individuals with disabilities and self-identifying on the AZ Job Connection. A direct cash match contribution of \$2,500 is from ADES/DERS for marketing services related to increase awareness and use of AZ Job Connection among job seekers with disabilities.
3g	Additional business services to be provided to Untapped Arizona including grant and proposal writing, presentations development and graphic design assistance, editing, IT and maintenance support, back-up and compliance with State of Arizona contract requirements, etc. Partners In Brainstorms is to provide a minimum in matching services of \$1,000.00 for business services.
4	Guidelines for travel expenses and reimbursement rates will be consistent with State of Arizona rules. Majority of travel to be in-state.
5	The line item also includes supplies, copying and printing charges, and miscellaneous operating expenses. In-kind match funds are provided by the ADES/DERS calculated at 17.24% of the Policy Manager and EA staff 's time dedicated to the project. The calculation is a standard portion of the salary that is used to determine operating costs and provide matching expenditures.
6	The in-kind match funding is provided by the ADES/DERS for office space to support the project at 4000 N. Central Phoenix, AZ 85012. The cost is calculated by using square foot annual cost (\$19.47) multiplied by a the EA area per workstation of 167.85 sq. ft. for a total of \$3,268.00.
7	Partners In Brainstorms (PIB) as the primary contractor and per the master State of Arizona contract, must provide the following insurance coverages for this project including for subcontractors: Workers' Compensation, Business Automobile Liability, General Liability (Personal Injury, Blanket Contractual Liability - Written and Oral, Fire, Legal Liability), and Professional Liability. In addition, the line item includes Board of Directors' insurance. The match in-kind funding of \$6,420.00 is provided by ADES/DERS. The DES as an indirect rate (34.52%) of in-kind match expenditures.
Notes	<i>1) As part of the Interagency Service Agreement, AHCCCS will provide verification from all match funding sources to include verification of non-federal funding and verification that the matching of staff time is unduplicated as a match for other projects. 2) The match funding totals are as follows: AHCCCS = \$4,567.00, PIB = \$10,000, ADES/DERS = \$22,322.00 (\$17,322.00 in-kind, and \$5,000 in cash), and UAZ= \$27,086.00 for a total of \$63,975.00 which exceeds the required match minimum of \$58,258.00</i>