



Youth, Young Adult and Adult Employment

APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

Official submission date and time will be based on the time stamp from the CDD Applications inbox. Late applications will not be accepted

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. ***Do not attempt to unlock or alter this form.*** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – hwing@cityofmadison.com or Yolanda Shelton-Morris – yshelton-morris@cityofmadison.com

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Jen Stoiber – jstoiber@cityofmadison.com

Legal Name of Organization:	Latino Academy of Workforce Development, Inc.	Total Amount Requested:	\$ 90,400
Program Name:	Outreach, reconnection, and employment-related services for young Latino adults		
Program or Activity are you Applying for:	☐ Youth Employment Services (ages 14-21) ☐ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☒ X Young Adult Employment Services (ages 18-26) ☐ Adult Employment Services (18+)		
Contact Person:	Baltazar De Anda Santana	Email:	baltazar@latinoacademywi.org
Full Address:	1917 Lake Point Drive, Madison, WI 53713	Telephone:	608-469-5448
501 (c) 3 Status:	X Yes ☐ No	Fiscal Agent (if applicable)	

Organizational Qualifications:

- 1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.**

The Latino Academy of Workforce Development serves Madison's Latino community with workforce essentials, industry-specific training and education advancement programs. We bring over a decade of experience in providing Madison Latino immigrants with literacy, employment readiness skills, paid training experiences, job related skills training, and ongoing supportive services well beyond a student's program completion. As the region's only provider of culturally competent, bilingual and individualized education and workforce training programs, and industry-certified credentials, our strong word-of-mouth reputation has expanded steadily since our start in 2011 as a program within the Vera Court Neighborhood Center. In 2022, we became South Central Wisconsin's newest Latino-led nonprofit organization after experiencing year-over-year doubled enrollment growth during the pandemic. In 2021, we served 2,209 individuals with education programming, case management support, industry-aligned training and soft skills development. Our model is based on personalized and continuous support to each individual and through this approach we develop personal relationships with each of our students and their families.

Our organization's mission is dedicated to serving low-income and low-formal education Latino immigrants. The Latino population in South Central Wisconsin faces ongoing barriers to information and economic opportunities and these barriers were deeply exacerbated by the pandemic. A United Way of Dane County study indicates that 30% of Dane County Latinos are illiterate in English. Latinos have the lowest rates of educational attainment of any ethnic group in Dane County. Nearly 20% of Latino students did not graduate from high school in four years, and the University of Wisconsin estimates that the percentage of Latinos in Wisconsin with less than a high school diploma is 40%.

The pandemic has exacerbated growing gaps in high school completion rates and postsecondary enrollment patterns between Madison's Latino young adults and their white counterparts. Of equal concern, Wisconsin's young adult labor participation rate has dropped 1.7% since the prior decade. CDC and Wisconsin's Kids Forward data report higher anxiety and depression among Latino youth and trace it in part to the absence of "school connectedness"--the connections to caring adults and mentors. For these reasons, the Latino Academy will be dedicating a new focus on reaching and engaging Madison's disconnected young adults. We will use our successful resource navigator and workforce coach support model to coordinate new outreach and connections to Madison's Latino young adults. Using innovative chatbot technology as a starting point we will reach out to the young adults served by MMSD and community centers to provide introductory pathways for career exploration based on the individual's declared interests. A new, dedicated LAWD staff member will coordinate resource, education and career explorations via mentors, pre-apprenticeships, and fast-track employment that provides subsidized education, paid training, and an advancement potential.

- 2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.**

Our approach to our mission is as a community, where we first seek to welcome and understand the needs and aspirations of the Latino immigrants who reach out to us. Individuals find us through their personal networks, social media, our La Movida radio program, and other Spanish radio programs, and word-of-mouth from current and former students. We practice an open-door policy in our offices and

students can stop in at any time to sort through issues or learn more about upcoming programs. All of our staff are bilingual and Latino immigrants, creating an immediate shared sense of connection and background.

Our approach is guided by our decade of experience as South Central Wisconsin's only culturally competent, bilingual workforce training organization for the Latinx community. What we have learned in this work is that word-of-mouth and ongoing engagement with our student community are our most effective strategies for communicating important information from which they will benefit. We incorporate information into our class resources, our social media, our newsletter, and at our social events, particularly at graduations and at our summer celebration. We also make phone calls, share flyers around the community, and get to know our students and clients as well as their families.

Our students remain connected with us well beyond their educational and job training classes. With the help of a new WEDC grant, we are expanding our survey and student follow-up data tracking so that we know when and how each one of our graduates becomes employed and how the employment experience is going.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

The Latino Academy staff have deep experience in human services education and the basic needs of adults and families. As is demonstrated in the section below, our resource navigation model is built upon experience in developing community partnerships and knowledge of supportive services for referral. Latino Academy staff undergo regular professional development training on student engagement and culturally competent student support.

Margarita Avila, LAWD Workforce Development Director and Founding Director of the Latina Workforce Advancement Project 2.0. As recently profiled in the [September 7, 2021 issue of Brava magazine](#), Ms. Avila develops the strategy for engaging Latinas, employer partners, and community-based partners from across Dane County.

Baltazar De Anda Santana is co-founder and Executive Director of LAWD and will oversee the project. He brings over 10 years of nonprofit leadership experience, designing LAWD's successful workforce training programs.

Julio Garcia, MA is the LAWD Director of Education: Mr. Garcia leads the English as a Second Language, GED, Spanish GED, and Digital Literacy Programs. Mr. Garcia coordinates LAWD instruction, language assessment, and educational planning.

All of the Latino Academy staff share the lived experience of our students. We have 6 full-time staff, all immigrants who have had to learn the language and navigate the Dane County workforce environment.

Partnerships, Collaboration & Coordination

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

a. Organizations and groups that work with youth, young adults and/or adults.

Vera Court Neighborhood Center, collaboration from 2011-present. Shared support services for Latino youth and families, shared programs in ESL, GED, computer classes. Accomplishments include the co-creation of the Latino Academy of Workforce Development, the referral of clients who need support finding a job or obtaining their GED, etc.

Bridge Point Lake Waunona Neighborhood Center, collaboration from 2011-present. Shared support services for Latino youth and families, shared enrollments in ESL, GED, computer classes, financial literacy classes. Accomplishments include the sharing of resources between the Latino Academy and BLW. The support to provide services to BLW's clients who need assistance with obtaining a job, starting a career in a specific industry.

Community Coordinated Child Care (4-C) Collaboration since 2019 with the foundations for the childcare program. This organization has also supported the Latino Academy with its CPR programming.

East Madison Community Center (EMCC). This is a new partnership that is based on the need for available bilingual and bicultural services in the East-side of Madison. There are services for our Latinx community in the north, the west, the south but nothing on the Eastside of Madison.

We have developed partnerships with many other Madison organizations that have enriched our programs and services and enabled us to reach many more students each year:

- Centro Hispano
- HIRE Initiative members
- Urban League
- WRTP Big Step
- Latino Chamber of Commerce
- Latino Education Council
- Latino Health Council
- Operation Fresh Start
- Boys and Girls Club of Dane County
- UNIDOS Against Domestic Violence
- Wisconsin Technical College System

b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Madison College, collaboration from 2014-present. Collaborations on program delivery for GED, pre-GED, ESL, manufacturing and construction training classes. Accomplishments include the ongoing offering of the only Spanish GED and Pre-GED program in the city of Madison. The creation of the only bilingual Manufacturing program in the city of Madison. The creation of the only bilingual Early Child Education program.

Associated Bank, collaboration from 2016-present. Collaborations on student recruitment for financial literacy workshops: (credit card use, home buying, financial plans, asset building). Accomplishments include the success of these workshops, which have drawn about 70 participants.

Workforce Development Board of South Central Wisconsin, collaboration from 2014-present. Partnerships on identifying high-demand jobs, building employee talent pipelines, referrals to paid training programs, referrals for worker support services in job search and hiring processes. Accomplishments include the alignment of Latino Academy's programming with the WDBSCW's WIOA Local Plan. Because of this partnership, the Latino Academy was able to change its structure, ensuring that our program model builds towards career opportunities for Latino residents and not just jobs. This partnership introduced the Latino Academy to Transportation and Manufacturing employers. In particular, the Latino Academy has started a strategic relationship with the Wisconsin Motor Carriers Association and the Wisconsin Beverage Association.

UW Health, collaboration from 2014 when the Latino Academy, together with Centro Hispano, started the CNA Caminos program. CEO. Alan Kaplan is currently the executive coach to Baltazar De Anda. Additionally throughout the years many of the Latino Academy's students have been hired by UW-Health.

Downtown Madison Inc. (DMI), collaboration from 2019. The Latino Academy is a current member and Baltazar De Anda is a board member of this organization.

Certco, Inc. partners since 2020. During the Latino Academy's Untapped Workforce Transportation and Manufacturing Career Fair this organization hired 11 participants.

c. Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

Elevate NP, collaboration from 2021-present. Collaboration on BIPOC worker recruitment and retention in the Contractor Accelerator Program. The Latino Academy also partnered with this organization for the Bilingual Leadership Academy in 2021. Accomplishments include the creation of the first ever Contractor Accelerator Program.

Sustain Dane, collaboration from 2020-present. Collaboration on funding and program development for the Contractor Accelerator Program, technical assistance on green energy training for BIPOC workers. Accomplishments include (similar to elevate)

Hispanic Federation, partners since 2019. This organization has funded the Latino Academy to do work in Digital Literacy. This organization recently funded the Latino Academy for the first ever Financial Education Spanish Summit.

Workforce Advisory Council for the Latino Academy since 2011. Member of this council include Quartz, Stevens Construction, Uniek, Inc., QTI, Lycon, Inc. etc.

United Way of Dane County and 211

Orgullo Latinx LGBT+ Baltazar De Anda Santana is the volunteer director of this group which was created back in 2011.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

As with our approach to adult programming, we will follow a three-part process to engage young adults, develop trusted, individual relationships for personalized education and career plans, and provide ongoing supportive services through our resource navigators, workplace coaches, and college/career coaches. Our eleven years of program delivery and 80% graduation rates provide the evidence of the success of this approach.

1. Community Outreach and Engagement

Vera Court Neighborhood Center

Bridge Point Lake Waunona Neighborhood Center

East Madison Community Center (EMCC)
MMSD
Sidekick Education
Orgullo Latinx LGBT+

- 2. Utilize Madison's support service networks and education partners to develop Spanish language education, workforce training supports, college pathway mentoring, and resource navigation support.**

Madison College
Workforce Development Board of South Central Wisconsin
United Way of Dane County and 211
Literacy Network
Fair Opportunity Project
Sidekick Education

- 3. Actionable Connections to the Workforce and Good Careers. This includes employer partners, pre-apprenticeship pathways, postsecondary credentials**

UW Health
Elevate NP
Associated Bank
Sustain Dane
United Way of Dane County's HIRE Council

Program Design

1. Describe the organization's program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

Recruitment and Selection of Participants

LAWD's primary recruitment methods will be word of mouth referrals from existing Latino Academy families, referrals from MMSD, referrals from the Workforce Development Board of South Central Wisconsin, and referrals from our partner neighborhood centers: Vera Court, BLW Center, and East Madison Community Center. Through our new partnership with Fair Opportunity Project, we will conduct targeted Google ads for the young adult demographic and conduct TikTok and other social media campaigns to raise awareness and incentivize a call to action. In addition, LAWD will recruit new students through partnerships with the Latino Education Council, Latino Chamber of Commerce, Literacy Network, LaSup (Latino Support Network), Latino Consortium for Action, Unidos US, and Construction Employment Initiative (CEI), through current employer partners; through an active social media presence and newsletter, through outreach in Madison's media including La Comunidad News, Capital City Hues, and Madison Times, and through regular participation on the La Movida radio station.

Individual Assessment Process

LAWD staff will conduct individual intake meetings to identify potential barriers to completion and record the student's current skill level and employability. Students' English proficiency will be assessed by the Test of Adult Basic Education (TABE) and this will determine English class placement level. Staff will

also assess students' economic circumstances and career interests and this will provide the basis for developing the student's personalized education plan (PEP). This is a key process and will be used throughout the student's education and career journey with Latino Academy.

Based on the student's PEP, the student may enroll in as many or as few of the following education and workforce training courses. There is no limit or minimum of courses a student may enroll in. Students may also request a career or college mentor through Fair Opportunity Project. Students will also receive guided chatbot messages to share information and help young adults explore interests in healthcare, IT, green energy, or Latino Academy's existing industry-specific training opportunities.

Workforce Essentials will provide Latino young adults who are facing barriers to employment with skills to make them more competitive for employment. Resource navigators and Workforce coaches will provide individualized support throughout the process. We anticipate serving 30 young adults a year among our 210 participants in these programs. These offerings include financial education, workplace safety trainings, soft skills development, ESL, Spanish Pre-GED and GED

—**English as Second Language Classes (ESL)**: Approximately 6 sessions throughout the year, including three levels: Beginning, Intermediate and Advanced, with classes ranging from 10-15 weeks each, for 3 hours per week, offered on weekday evenings and weekends.

—**Spanish Adult Basic Education**: A LAWD trained instructor will lead two sessions in the spring and fall. Classes run 10-12 weeks for 3 hours per week. Students complete an additional 5 hours a week of lab time for reading, writing and math skills development.

—**Spanish Computer Classes (Digital Literacy)**: LAWD instructors teach Basic and advanced levels offered in 5 sessions held throughout the year. Classes are 2.5 hours per week and sessions run 6-8 weeks. Students are trained in MS Word, Excel, the internet and other basic computer operations. .

Education Advancement will provide 480 hours of GED instruction divided into three semesters, which will offer the following educational opportunities for a total of 40 weeks of class containing 6 hours of instruction per week per course, with an expected 4 hours of individual study outside of class. We anticipate serving 110 participants in these programs.

Spanish Pre-GED Sessions:

- Fall: 2 sections of Math and Reading for 16 weeks
- Spring: 2 sections of Math and Reading for 16 weeks

These are Madison's only Pre-GED classes that are taught in Spanish and they are led by a LAWD staff instructor. GED course instruction will be provided in Spanish by a bilingual, certified GED instructor from Madison College. Students will take two practice tests for each subject studied, followed by the corresponding GED tests.

Spanish GED Sessions:

- Summer: 2 sections of Reading and Language Arts for 8 weeks
- Fall: 2 sections of Social Studies (8 weeks) and Science (8 weeks) for 16 weeks total

- Spring: 2 sections of Math for 16 weeks
- Civics workshops as needed

Spanish 5.09 HSED

This new program was developed in partnership with the Wisconsin Department of Public Instruction and will facilitate Latino's access to postsecondary education and to employment opportunities that were previously unavailable to them. The 5.09 is a competency-based program that is designed to prepare students with the knowledge and skills necessary to earn a High School Equivalency Diploma. Students complete coursework in eight subjects: Reading, Writing, Mathematics, Science, Social Studies, Civics, Health, and Employability skills. While the GED assesses student achievement through a test, the 5.09 does the assessment through the coursework that needs to be completed successfully in order to obtain the diploma. There is an expectation for the student to commit 15 hours of study a week to graduate in a year.

5.08 HSED

The 5.08 HSED option is critical for those who obtained a high school diploma in their countries of origin and need the US diploma to access postsecondary education. Latino Academy provides the support to validate a foreign degree. Students also have the option to improve English language proficiency through the Civics requirement, thus making it more possible for participants to obtain positions that align with their professional knowledge and skills. The Latino Academy approach prepares participants to understand and successfully adapt to professional and community expectations, and, in many cases, to achieve citizenship. In addition to meeting the requests of local employers, a focus on practical soft skills and cultural expectations, will help participants obtain professional positions similar to those they held in their home countries. The case management interview will guide the participant to the targeted training options focused on: digital skills, soft skills, employment application materials and practice, and direct connections with Madison College counselors.

Industry Specific Training will offer Latino young adults with bilingual job training and industry connections to advance Latinos in good-paying careers, especially in fields underrepresented by Latinos in Madison and in high-need job markets. Training will incorporate classroom curriculum, hands-on instruction at the job-site, employer input, job-readiness skills, case management, and job placement.

- **Green Energy/Sustainability Track:** This includes training and a credential obtained in solar panel installation and weatherization.
- **Transportation and Logistics Track:** This track offers Madison employers a trusted pipeline of workers who are trained in multi-faceted aspects of the fast-growing transportation logistics and distribution field. This innovative program provides integrated education and workforce training in a bilingual model that reaches Wisconsin's growing Latino labor force. Training includes Commercial Drivers Licensing class A/B. Forklift training and licensing and warehouse training.
- **Manufacturing Track:** Bilingual manufacturing training in partnership with Madison College. This is the first bilingual manufacturing training in Madison. This training aims to close the gap in the manufacturing industry and create pathways to our Latino community. In the manufacturing training, students complete a total of 4 courses: Bridge to manufacturing, Interpreting Engineering Drawings, Mechanisms for Industry 1, and metal repair techniques. In the first three weeks of the program, students take Bridge to Manufacturing to build the basic math skills they'll need to complete the program. They then move on to Interpreting Engineering Drawings which focuses on the basic principles of engineering drawings and manufacturing processes. Students who successfully complete the first two courses may then move on to take Mechanisms for

Industry 1 and Metal Repair Techniques. In mechanisms for Industry 1, students are introduced to mechanical systems, with lab exercises in safety procedures, Lock-out Tag-out (LOTO), key and set screw fasteners, speed and torque measurements, efficiencies, shafts and pillow block, shaft alignment, flexible and rigid motor soft foot detection and correction. In Metal Repair Techniques, students cover safety, layout and measurement, grinding, drill press, lathe operation, filing, threading, properties of metals, oxy-acetylene welding, brazing and cutting, SMAW, GMAW and FCAW. Students in the program also receive workplace preparation assistance as well as soft skills training.

- **Advanced Hospitality Industry Track.** This includes Bilingual Customer Service Training and the Bilingual ServSafe Food Manager Credential. This will allow participants to start a career path in the hospitality industry.
- **Early Childhood Track.** This aims to start people into the early childhood career path. This is in partnership with Madison College and 4-c. Through this participants will be able access the Basic Early Childhood Educator Credential– Bilingual Spanish/English which is a 9 credit program with education pathway to Preschool Diploma, Childcare Services Technical Diploma, and Associate Degree in Early Childhood Education. Courses include: Early Language and Literacy, Introductory Practicum, Health Safety and Nutrition. Additionally participants will be able to obtain the Inclusion Credential which is a 12 credit program for classroom lead teachers. Courses include: Children with Differing Abilities, Behavioral and Emotional Challenges, Special Health and Care Needs, Capstone – Families and Team Centered Practice. 4-c will provide the foundations to the childcare program.
- **IT Track:** This track is done through the Google Certificates. These certificates are online training programs and credentials designed to put participants on the fast track to jobs in high-growth fields. Areas of certification include Digital Marketing & E-commerce, IT Support, Data Analytics, Project Management and UX Design. Participants have the opportunity to study on their own with the support of a Latino Academy's instructor that will guide them through these certifications.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

As described above, we will employ digital ads, social media campaigns, chatbot messaging and grassroots word of mouth recruitment. We will measure our impact and engagement through chatbot-enabled micro-surveys, email surveys and guided discussions. We anticipate reaching every young adult in Madison through digital outreach and anticipate engaging 200 young adults in one or more of the program pathways described above. As we engage, we will be cautious about requesting too much personal information from a community that includes many who are undocumented. Based on discussions with students, here are top ideas for how we might reach more of our target population.

Our strategies for soliciting input from our target Latino immigrant population:

- Include short pieces of information and simple calls to action in the Latino Academy monthly newsletter and social media channels;
- Commence public service announcements in the La Movida radio program about programs and support services;
- Incorporate support service resource materials in Latino Academy class materials;
- Conduct training sessions with Latino Academy staff and instructors about compassionate listening among the Latinx community;
- Provide an informational table about Latino Academy programs and services at in-person community and job fair events

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

Our plan to meaningfully involve our students in the ongoing design, flexing and improvement of our services is based on the following strategies:

1. **Student Advisory Council.** This council will be a counterpart to our Workforce Advisory Council and will include current, former and future students (most likely from family members of students.)
2. **Pre- and Post-Program Surveys and Mini-Chatbot Satisfaction Surveys.** As part of our student data enhancement project (funded through WEDC), we are revising our surveys to include more questions about student dispositions, class climate and instructor accessibility.
3. **Prior to enrollment** in any of our classes, we interview candidates to learn more about their interest in the class and their stated level of commitment to completing the program and seeking industry-related employment.

Theory of Change & Logic Model

- 1.** Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:

- a.** Past service outcomes and other accomplishments that validate your approach.
- b.** Best practices and proven resources for youth, young adults, and/or adults you will utilize.
- c.** How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.

Our theory of change is that young adults are missing accessible and relevant opportunities to learn about careers and the pathways to them because they lack connection to mentors and communication networks. Our strategy is based on creating short, easy-to-understand and digitally accessible points of contact that can start digital conversations that are then transferred to caring adults and knowledgeable mentors. This approach is based on evidence-based nudging campaigns that have successfully decreased summer melt in college matriculation and most recently increased young adult participation in food and other public benefits in California. Working with Sidekick and Fair Opportunity Project, we will design performance tracking approaches that have been effectively utilized in their programs with young adults.

- 2.** Please describe current and past success in engaging community members and service recipients in developing and improving services.

We tally the number of students in our classes and also the number of attendees at community organization events, graduations, and student celebrations.

Our student intake survey is being revised and expanded to include more questions about student-centered instructional approaches. We currently track multiple measures of engagement and growth in community interest in the Latino Academy programs and services. These measures will also be applicable for evaluation of this project goal.

Our evaluation plan will incorporate a combination of qualitative and quantitative measures that assess how many individuals we reach with information and, to a much more limited extent, what actions or behaviors may have resulted from the information.

We will monitor social media analytics and open rates on our newsletter for measures of page views and engagement with call-to-action messages and invitations to learn more.

- 3.** Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services.

As described above, our plan to meaningfully involve our students in the ongoing design, flexing and improvement of our services is based on the following strategies:

1. **Student Advisory Council.** This council will be a counterpart to our Workforce Advisory Council and will include current, former and future students (most likely from family members of students.)
2. **Pre- and Post-Program Surveys and Mini-Chatbot Satisfaction Surveys.** As part of our student data enhancement project (funded through WEDC), we are revising our surveys to include more questions about student dispositions, class climate and instructor accessibility.
3. **Prior to enrollment** in any of our classes, we interview candidates to learn more about their interest in the class and their stated level of commitment to completing the program and seeking industry-related employment.

Budget - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.



Youth, Young Adult and Adult Employment

APPLICATION FORM

Submit Application to: cddapplications@cityofmadison.com

Deadline: 12:00 pm CST (noon) on **August 19, 2022**

Official submission date and time will be based on the time stamp from the CDD Applications inbox. Late applications will not be accepted

Please limit your proposal and responses to spaces provided in this form. Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form will not be considered in the evaluation of the proposal. If you are applying for multiple program or activity areas you must fill out this application for each program or area. **Do not attempt to unlock or alter this form.** Font should be no less than 11 pt.

If you have any questions **related to the content of the application**, please contact: Hugh Wing – hwing@cityofmadison.com or Yolanda Shelton-Morris – yshelton-morris@cityofmadison.com

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Jen Stoiber – jstoiber@cityofmadison.com

Legal Name of Organization:	Latino Academy of Workforce Development, Inc.	Total Amount Requested:	\$ 200,000
Program Name:	Workforce Essentials, Industry-Specific Training and Education Advancement		
Program or Activity are you Applying for:	☐ Youth Employment Services (ages 14-21) ☐ Youth Employment & Training ☐ Wanda Fullmore Youth Internship Program ☐ Young Adult Employment Services (ages 18-26) ☒ Adult Employment Services (18+)		
Contact Person:	Baltazar De Anda Santana	Email:	baltazar@latinoacademywi.org
Full Address:	1917 Lake Point Drive, Madison WI 53713	Telephone:	608-469-5448
501 (c) 3 Status:	X Yes ☐ No	Fiscal Agent (if applicable)	

Organizational Qualifications:

- 1. Describe your organization's experience implementing services relevant to the services described in the Youth, Young Adult and Adult Employment RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.**

The Latino Academy of Workforce Development serves Madison's Latino community with workforce essentials, industry-specific training and education advancement programs. We bring over a decade of experience in providing Madison Latino immigrants with literacy, employment readiness skills, paid training experiences, job related skills training, and ongoing supportive services well beyond a student's program completion. As the region's only provider of culturally competent, bilingual and individualized education and workforce training programs, and industry-certified credentials, our strong word-of-mouth reputation has expanded steadily since our start in 2011 as a program within the Vera Court Neighborhood Center. In 2022, we became South Central Wisconsin's newest Latino-led nonprofit organization after experiencing year-over-year doubled enrollment growth during the pandemic. In 2021, we served 2,209 individuals with education programming, case management support, industry-aligned training and soft skills development. We note with gratitude that our tremendous growth started with critical program support from the City of Madison. Our model is based on personalized and continuous support to each individual and through this approach we develop personal relationships with each of our students and their families.

Our organization's mission is dedicated to serving low-income and low-formal education Latino immigrants. The Latino population in South Central Wisconsin faces ongoing barriers to information and economic opportunities and these barriers were deeply exacerbated by the pandemic. A United Way of Dane County study indicates that 30% of Dane County Latinos are illiterate in English. Latinos have the lowest rates of educational attainment of any ethnic group in Dane County. Nearly 20% of Latino students did not graduate from high school in four years, and the University of Wisconsin estimates that the percentage of Latinos in Wisconsin with less than a high school diploma is 40%.

The Latino Academy leapt into urgent support mode when COVID-19 brought devastating disruption to our community members, many of whom worked in hospitality and restaurant positions. Eighty-five percent of the community served by the Latino Academy of Workforce Development in Dane County experienced job loss or work reduction in 2020: 204 households representing 1,020 Madison residents lost jobs. Stay-at-home orders and other public health measures hit the low-wage service and hospitality jobs hardest; Latino unemployment reached a record high of 18.9% in April 2020, hitting households that already had higher rates of financial insecurity and lower savings. Our immigrant population was not eligible for many pandemic relief programs, and we rapidly responded by raising and administering a \$400,000 relief fund alongside our partners in the Latino Consortium for Action.

- 2. Describe how your agency builds relationships and authentically engages with individuals and households served. Specifically include information on previous strategies used to authentically engage with BIPOC, LGBTQ+, immigrant and/or low-income households and individuals.**

Our approach to our mission is as a community, where we first seek to welcome and understand the needs and aspirations of the Latino immigrants who reach out to us. Individuals find us through their personal networks, social media, our La Movida radio program, and other Spanish radio programs, and word-of-mouth from current and former students. We practice an open-door policy in our offices and students can stop in at any time to sort through issues or learn more about upcoming programs. All of our staff are bilingual and Latino immigrants, creating an immediate shared sense of connection and background.

Our approach is guided by our decade of experience as South Central Wisconsin's only culturally competent, bilingual workforce training organization for the Latinx community. What we have learned in this work is that word-of-mouth and ongoing engagement with our student community are our most effective strategies for communicating important information from which they will benefit. We incorporate information into our class resources, our social media, our newsletter, and at our social events, particularly at graduations and at our summer celebration. We also make phone calls, share flyers around the community, and get to know our students and clients as well as their families.

Our students remain connected with us well beyond their educational and job training classes. With the help of a new WEDC grant, we are expanding our survey and student follow-up data tracking so that we know when and how each one of our graduates becomes employed and how the employment experience is going.

3. Describe your organization's experience, education and training requirements for program staff and management staff.

The Latino Academy staff have deep experience in human services education and the basic needs of adults and families. As is demonstrated in the section below, our resource navigation model is built upon experience in developing community partnerships and knowledge of supportive services for referral. Latino Academy staff undergo regular professional development training on student engagement and culturally competent student support.

Margarita Avila, LAWD Workforce Development Director and Founding Director of the Latina Workforce Advancement Project 2.0. As recently profiled in the [September 7, 2021 issue of Brava magazine](#), Ms. Avila develops the strategy for engaging Latinas, employer partners, and community-based partners from across Dane County.

Baltazar De Anda Santana is co-founder and Executive Director of LAWD and will oversee the project. He brings over 12 years of nonprofit leadership experience, designing LAWD's successful workforce training programs.

Julio Garcia, MA is the LAWD Director of Education: Mr. García leads the English as a Second Language, GED, Spanish GED, and Digital Literacy Programs. Mr. Garcia coordinates LAWD instruction, language assessment, and educational planning.

All of the Latino Academy staff share the lived experience of our students. The staff are all immigrants who have had to learn the language and navigate the Dane County workforce environment.

Partnerships, Collaboration & Coordination

1. Describe your current and recent collaboration and partnerships with the following groups, specifying organization names, collaboration/partnership dates, and information about your shared work and accomplishments.

a. Organizations and groups that work with youth, young adults and/or adults.

Vera Court Neighborhood Center, collaboration from 2011-present. Shared support services for Latino youth and families, shared programs in ESL, GED, computer classes. Accomplishments include the co-creation of the Latino Academy of Workforce Development, the referral of clients who need support finding a job or obtaining their GED, etc.

Bridge Point Lake Waunona Neighborhood Center, collaboration from 2011-present. Shared support services for Latino youth and families, shared enrollments in ESL, GED, computer classes, financial literacy classes. Accomplishments include the sharing of resources between the Latino Academy and BLW. The support to provide services to BLW's clients who need assistance with obtaining a job, starting a career in a specific industry.

Community Coordinated Child Care (4-C) Collaboration since 2019 with the foundations for the childcare program. This organization has also supported the Latino Academy with its CPR programming.

East Madison Community Center (EMCC). This is a new partnership that is based on the need for available bilingual and bicultural services in the East-side of Madison. There are services for our Latinx community in the north, the west, the south but nothing on the Eastside of Madison.

Other organizations we had developed a partnership with all over the years and which have helped with the Latino Academy's programming include:

Centro Hispano
HIRE Initiative members
Urban League
WRTP Big Step
Latino Chamber of Commerce
Latino Education Council
Latino Health Council
Operation Fresh Start
Boys and Girls Club of Dane County
UNIDOS Against Domestic Violence
Wisconsin Technical College System

b. Organizations that provide pre-employment/career preparation, employment services, and/or training and education.

Madison College, collaboration from 2014-present. Collaborations on program delivery for GED, pre-GED, ESL, manufacturing and construction training classes. Accomplishments include the ongoing offering of the only Spanish GED and Pre-GED program in the city of Madison. The creation of the only bilingual Manufacturing program in the city of Madison. The creation of the only bilingual Early Child Education program.

Associated Bank, collaboration from 2016-present. Collaborations on student recruitment for financial literacy workshops: (credit card use, home buying, financial plans, asset building). Accomplishments include the success of these workshops, which have drawn about 70 participants.

Workforce Development Board of South Central Wisconsin, collaboration from 2014-present. Partnerships on identifying high-demand jobs, building employee talent pipelines, referrals to paid training programs, referrals for worker support services in job search and hiring processes. Accomplishments include the alignment of Latino Academy's programming with the WDBSCW's WIOA Local Plan. Because of this partnership, the Latino Academy was able to change its structure, ensuring that our program model builds towards career opportunities for Latino residents and not just jobs. This partnership introduced the Latino Academy to Transportation and Manufacturing employers. In particular, the Latino Academy has started a strategic relationship with the Wisconsin Motor Carriers Association and the Wisconsin Beverage Association.

UW Health, collaboration from 2014 when the Latino Academy, together with Centro Hispano, started the CNA Caminos program. CEO. Alan Kaplan is currently the executive coach to Baltazar De Anda. Additionally throughout the years many of the Latino Academy's students have been hired by UW-Health.

Downtown Madison Inc. (DMI), collaboration from 2019. The Latino Academy is a current member and Baltazar De Anda is a board member of this organization.

Certco, Inc. partners since 2020. During the Latino Academy's Untapped Workforce Transportation and Manufacturing Career Fair this organization hired 11 participants.

- c. **Organizations and groups that focus on working with, or have a history of working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).**

Elevate NP, collaboration from 2021-present. Collaboration on BIPOC worker recruitment and retention in the Contractor Accelerator Program. The Latino Academy also partnered with this organization for the Bilingual Leadership Academy in 2021. Accomplishments include the creation of the first ever Contractor Accelerator Program.

Sustain Dane, collaboration from 2020-present. Collaboration on funding and program development for the Contractor Accelerator Program, technical assistance on green energy training for BIPOC workers. Accomplishments include (similar to elevate)

Hispanic Federation, partners since 2019. This organization has funded the Latino Academy to do work in Digital Literacy. This organization recently funded the Latino Academy for the first ever Financial Education Spanish Summit.

Workforce Advisory Council for the Latino Academy since 2011. Member of this council include Quartz, Stevens Construction, Uniek, Inc., QTI, Lycon, Inc. etc.

United Way of Dane County

Orgullo Latinx LGBT+ Baltazar De Anda Santana is the volunteer director of this group which was created back in 2011.

2. Describe your plans to partner, collaborate, and coordinate services with organizations and groups, including names and partnership details. Please explain why and how these collaborations benefit the participants

served. Organizations that identify key partnerships must provide written documentation of agreement/commitment from each listed partner.

We will follow a three-part approach to engage community members, develop individual student relationships and personalized education plans, and ongoing supportive services through our resource navigators and workplace coaches. Our eleven years of program delivery and 80% graduation rates provide the evidence of the success of this approach.

1. Community Outreach and Engagement

Vera Court Neighborhood Center, collaboration from 2011-present. Shared support services for Latino youth and families, shared programs in ESL, GED, computer classes.

Bridge Point Lake Waunona Neighborhood Center, collaboration from 2011-present. Shared support services for Latino youth and families, shared enrollments in ESL, GED, computer classes, financial literacy classes.

Community Coordinated Child Care (4-C)
East Madison Community Center (EMCC)

2. Utilize Madison's support service networks and education partners to develop Spanish language education, training and resource navigation support.

—Madison College
—United Way of Dane County and 211
—Literacy Network

3. Actionable Connections to the Workforce and Good Careers

Elevate NP, collaboration from 2021-present. Collaboration on BIPOC worker recruitment and retention in the Contractor Accelerator Program.

Sustain Dane, collaboration from 2020-present. Collaboration on funding and program development for the Contractor Accelerator Program, technical assistance on green energy training for BIPOC workers.

Hispanic Federation
Workforce Advisory Council for the Latino Academy
United Way of Dane County
Orgullo Latinx LGBT+
Sidekick Education, collaboration since 2022.

Program Design

1. Describe the organization's program and proposed service delivery plan including recruitment and selection of participants, individual assessment process, anticipated number to be served, who will be served, duration, location, and goals.

Recruitment and Selection of Participants

LAWD's primary recruitment method will be word of mouth referrals from existing students. In addition, LAWD will recruit new students through partnerships with the Latino Education Council,

Latino Chamber of Commerce, Literacy Network, LaSup (Latino Support Network), Latino Consortium for Action, Unidos US, and Construction Employment Initiative (CEI), through current employer partners; through an active social media presence and newsletter, through outreach in Madison's media including La Comunidad News, Capital City Hues, and Madison Times, and through regular participation on the La Movida radio station.

Education Advancement 110 participants and Industry Specific 81 participants

Individual Assessment Process

LAWD staff will conduct individual intake meetings to identify potential barriers to completion and record the student's current skill level and employability. Students' English proficiency will be assessed by the Test of Adult Basic Education (TABE) and this will determine English class placement level. Staff will also assess students' economic circumstances and career interests and this will provide the basis for developing the student's personalized education plan (PEP). This is a key process and will be used throughout the student's education and career journey with Latino Academy.

Based on the student's PEP, the student may enroll in as many or as few of the following courses. There is no limit or minimum of courses a student may enroll in:

Workforce Essentials will provide Latino residents facing barriers to employment with skills to make them more competitive for employment. Resource navigators and Workforce coaches will provide individualized support throughout the process. We anticipate serving 210 participants in these programs.

- **Financial Education:** Financial education is integrated within the many programs and services that Latino Academy offers. Our students trust us as a community resource and turn to us for assistance with personal and business financial guidance, both during and long after they complete one of our programs. When we host a financial education event in partnership with a community financial institution, we have strong attendance and our students ask us for more similar events. We know from our conversations that they are hungry for the knowledge to navigate the financial system successfully. We are expanding our education and workforce programming topics to include learning units on personal finance, saving for a home purchase, how to finance your new business, how to save for college, and so forth.
- **Workplace Safety Trainings:** These include OSHA 10-Hour certification, OSHA 30-Hour certification, Fall Protection Training Credential, Flagger Training credential, Excavation protection training, Respiratory Protection training, First Aid CPR-AED training, Chemical Hazards training. These trainings aim to ensure workers are safe at work. All of these training sessions are done in Spanish.
- **Soft Skills Development:** Our training model is notable for its integrated approach to critical thinking and soft skills along with worksite training, provided in a bilingual format and individualized for each trainee's success. Participants will develop soft skills, critical thinking skills, digital literacy skills, and self-management skills (such as competency in accessing resources, using information, working with others, understanding systems, and other skills necessary for successful transition into employment). Interested participants will be able to

obtain the National Work Readiness Council Soft Skills credential.

- **Mentorship programming:** This program aims to support participants with 1-on-1 coaching sessions, group bonding activities and skills-based workshops. Activities will include intensive assistance with job search and placement, and will provide the support that participants need to secure good positions in the workplace. Our supportive network will reduce the sense of isolation and build coping and problem-solving skills while improving English language and literacy skills and identifying participants' desired career paths.

—**English as Second Language Classes (ESL):** Approximately 6 sessions throughout the year, including three levels: Beginning, Intermediate and Advanced, with classes ranging from 10-15 weeks each, for 3 hours per week, offered on weekday evenings and weekends.

—**Spanish Adult Basic Education:** A LAWD trained instructor will lead two sessions in the spring and fall. Classes run 10-12 weeks for 3 hours per week. Students complete an additional 5 hours a week of lab time for reading, writing and math skills development.

—**Spanish Computer Classes (Digital Literacy):** LAWD instructors teach Basic and advanced levels offered in 5 sessions held throughout the year. Classes are 2.5 hours per week and sessions run 6-8 weeks. Students are trained in MS Word, Excel, the internet and other basic computer operations. .

Education Advancement will provide 480 hours of GED instruction divided into three semesters, which will offer the following educational opportunities for a total of 40 weeks of class containing 6 hours of instruction per week per course, with an expected 4 hours of individual study outside of class. We anticipate serving 110 participants in these programs.

Spanish Pre-GED Sessions:

- Fall: 2 sections of Math and Reading for 16 weeks
- Spring: 2 sections of Math and Reading for 16 weeks

These are Madison's only Pre-GED classes that are taught in Spanish and they are led by a LAWD staff instructor. GED course instruction will be provided in Spanish by a bilingual, certified GED instructor from Madison College. A Spanish-speaking volunteer will provide individualized assistance for students during classes and one-on-one tutoring matches with volunteers will be made as needed. All GED students will attend the GED test orientation at Madison College as a group and register for the GED together. At the end of each semester, students will take two practice tests for each subject studied, followed by the corresponding GED tests.

Spanish GED Sessions:

- Summer: 2 sections of Reading and Language Arts for 8 weeks
- Fall: 2 sections of Social Studies (8 weeks) and Science (8 weeks) for 16 weeks total
- Spring: 2 sections of Math for 16 weeks
- Civics workshops as needed

Spanish 5.09 HSED

This new program was developed in partnership with the Wisconsin Department of Public Instruction and will facilitate our community's access to post-secondary education and to employment opportunities that were previously unavailable to them. The 5.09 is a competency-based program that is designed to prepare students with the knowledge and skills necessary to earn a High School Equivalency Diploma. Students complete coursework in eight subjects: Reading, Writing, Mathematics, Science, Social Studies, Civics, Health, and Employability skills. While the GED assesses student achievement through a test, the 5.09 does the assessment through the coursework that needs to be completed successfully in order to obtain the diploma. There is an expectation for the student to commit 15 hours of study a week to graduate in a year.

5.08 HSED

The 5.08 HSED option is critical for those who obtained a high school diploma in their countries of origin and need the US diploma to access postsecondary education. Latino Academy provides the support to validate a foreign degree. Students also have the option to improve English language proficiency through the Civics requirement, thus making it more possible for participants to obtain positions that align with their professional knowledge and skills. The Latino Academy approach prepares participants to understand and successfully adapt to professional and community expectations, and, in many cases, to achieve citizenship. In addition to meeting the requests of local employers, a focus on practical soft skills and cultural expectations, will help participants obtain professional positions similar to those they held in their home countries. The case management interview will guide the participant to the targeted training options focused on: digital skills, soft skills, employment application materials and practice, and direct connections with Madison College counselors.

Industry Specific Training will offer Latino adults with bilingual job trainings and connections to advance Latinos in good-paying careers, especially in fields underrepresented by Latinos in Madison and in markets in need of workers. Industry Specific Training will build on existing ServSafe and Commercial Driver's License trainings based on employer need and add trainings in customer service and hospitality management and other fields as market demand develops. Training will incorporate classroom curriculum, hands-on instruction at the job-site, employer input, job-readiness skills, case management, and job placement.

- **Green Energy/Sustainability Track:** This includes training and a credential obtained in solar panel installation and weatherization.
- **Transportation and Logistics Track:** This track offers Madison employers a trusted pipeline of workers who are trained in multi-faceted aspects of the fast-growing transportation logistics and distribution field. This innovative program provides integrated education and workforce training in a bilingual model that reaches Wisconsin's growing Latino labor force. Training includes Commercial Drivers Licensing class A/B. Forklift training and licensing and warehouse training.
- **Manufacturing Track:** Bilingual manufacturing training in partnership with Madison College. This is the first bilingual manufacturing training in Madison. This training aims to close the gap in the manufacturing industry and create pathways to our Latino community. In the manufacturing training, students complete a total of 4 courses: Bridge to manufacturing, Interpreting Engineering Drawings, Mechanisms for Industry 1, and metal repair techniques. In the first three weeks of the program, students take Bridge to Manufacturing to build the basic math skills they'll need to complete the program. They then

move on to Interpreting Engineering Drawings which focuses on the basic principles of engineering drawings and manufacturing processes. Students who successfully complete the first two courses may then move on to take Mechanisms for Industry 1 and Metal Repair Techniques. In mechanisms for Industry 1, students are introduced to mechanical systems, with lab exercises in safety procedures, Lock-out Tag-out (LOTO), key and set screw fasteners, speed and torque measurements, efficiencies, shafts and pillow block, shaft alignment, flexible and rigid motor soft foot detection and correction. In Metal Repair Techniques, students cover safety, layout and measurement, grinding, drill press, lathe operation, filing, threading, properties of metals, oxy-acetylene welding, brazing and cutting, SMAW, GMAW and FCAW. Students in the program also receive workplace preparation assistance as well as soft skills training.

- **Advanced Hospitality Industry Track.** This includes Bilingual Customer Service Training and the Bilingual ServSafe Food Manager Credential. This will allow participants to start a career path in the hospitality industry.
- **Early Childhood Track.** This aims to start people into the early childhood career path. This is in partnership with Madison College and 4-c. Through this participants will be able access the Basic Early Childhood Educator Credential– Bilingual Spanish/English which is a 9 credit program with education pathway to Preschool Diploma, Childcare Services Technical Diploma, and Associate Degree in Early Childhood Education. Courses include: Early Language and Literacy, Introductory Practicum, Health Safety and Nutrition. Additionally participants will be able to obtain the Inclusion Credential which is a 12 credit program for classroom lead teachers. Courses include: Children with Differing Abilities, Behavioral and Emotional Challenges, Special Health and Care Needs, Capstone – Families and Team Centered Practice. 4-c will provide the foundations to the childcare program.
- **IT Track:** This track is done through the Google Certificates. These certificates are online training programs and credentials designed to put participants on the fast track to jobs in high-growth fields. Areas of certification include Digital Marketing & E-commerce, IT Support, Data Analytics, Project Management and UX Design. Participants have the opportunity to study on their own with the support of a Latino Academy's instructor that will guide them through these certifications.

2. Describe the outreach/marketing methods the organization intends to employ to generate participation in the program and to reach the targeted populations considered priority for this funding.

We have a regular program on the La Movida radio station. We coordinate services with food pantries and at Madison College. In these settings, we can include short informational materials and public service commentary with different kinds of calls to action.

We will use a portion of requested grant funds on promotional efforts in the community. This includes having a Latino Academy presence at other community organization events and having staff time to participate in job fairs and Madison College events.

3. Describe how your program includes input or suggestions from target population served in your program design and operation.

We will measure changes in behavior through short surveys and guided discussions. We anticipate reaching over 2,200 Madison individuals and their families in 2023, based on our 2021 program data. We are cautious about requesting too much personal information from a community that includes

many who are undocumented. Based on discussions with students, here are top ideas for how we might reach more of our target population.

Our strategies for soliciting input from our target Latino immigrant population:

- Include short pieces of information and simple calls to action in the Latino Academy monthly newsletter and social media channels;
- Commence public service announcements in the La Movida radio program about programs and support services;
- Incorporate support service resource materials in Latino Academy class materials;
- Conduct training sessions with Latino Academy staff and instructors about compassionate listening among the Latinx community;
- Provide an informational table about Latino Academy programs and services at in-person community and job fair events

Theory of Change & Logic Model

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:

- a. Past service outcomes and other accomplishments that validate your approach.**
- b. Best practices and proven resources for adults you will utilize.**
- c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.**

Our theory of change is that Madison Latinx residents will develop longer-term capabilities to grow their financial security when they have culturally competent, trusted and linguistically accessible services and support that are integrated into self-identified and personalized career goals. Our underlying assumptions in this theory of change is that educational and industry-based skills are most effectively acquired in a relatable social context.

More Latinx Madisonians need job training and credentials but they will not be successful in achieving these goals without the ongoing access to workforce coaches and resource navigators who bring a shared, lived experience perspective and who recognize that personal pathways are complicated and full of setbacks. Our service model is validated by the evidence from 11 years of providing bilingual and culturally competent programming in Madison and our year-over-year growth in enrollments while also maintaining a minimum 80% graduation rate in our programs. Evidence of our successful model can be seen in the past seven years of outcomes in programs partially supported by City of Madison funding, where we have never missed target outcomes. We engage students in being committed to their goals while also creating flexibility so that childcare, illness or family responsibilities don't flush students out of our programs. As we have described in other sections, we incorporate various means of tracking for successful outcomes in education and programs and we continue to support and communicate with our graduates through job placement and onboarding.

2. Please describe current and past success in engaging community members and service recipients in developing and improving services.

We tally the number of students in our classes and also the number of attendees at community organization events, graduations, and student celebrations.

Our student intake survey is being revised and expanded to include more questions about student-centered instructional approaches. We currently track multiple measures of engagement and growth in community interest in the Latino Academy programs and services. These measures will also be applicable for evaluation of this project goal.

Our evaluation plan will incorporate a combination of qualitative and quantitative measures that assess how many individuals we reach with information and, to a much more limited extent, what actions or behaviors may have resulted from the information.

We will monitor social media analytics and open rates on our newsletter for measures of page views and engagement with call-to-action messages and invitations to learn more.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services.

Our plan to meaningfully involve our students in the ongoing design, flexing and improvement of our services is based on the following strategies:

1. **Student Advisory Council.** This council will be a counterpart to our Workforce Advisory Council and will include current, former and future students (most likely from family members of students.)
2. **Pre- and Post-Program Surveys and Mini-Chatbot Satisfaction Surveys.** As part of our student data enhancement project (funded through WEDC), we are revising our surveys to include more questions about student dispositions, class climate and instructor accessibility.
3. **Prior to enrollment** in any of our classes, we interview candidates to learn more about their interest in the class and their stated level of commitment to completing the program and seeking industry-related employment.

Budget - Complete the Budget Worksheet, including all costs for which you request funding through this RFP. All costs included must be reasonable, allowable, necessary, and allocable among the stated cost categories.

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM

AGENCY AND PROGRAM REVENUES

Legal Name of Organization: Latino Academy of Workforce Development, Inc.

Total Amount Requested: \$290,400

Contact Name and Email for Budget Info: Baltazar De Anda Santana baltazar@latinoacademywi.org

****Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells.**
Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

Please fill out all expected revenues for the programs you are requesting funding for in this application.
 All programs not requesting funding in this application, should be combined and entered under NON APP PGMS (last column)

REVENUE SOURCE	AGENCY 2023	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	60,000	30,000	30,000				
UNITED WAY DANE CO	100,000	50,000	40,000	10,000			
CITY CDD-This Application	290,400	50,000	75,000	75,000	90,400		
OTHER GOVT*	781,262	127,983	143,037	168,037	20,686		321,519
FUNDRAISING DONATIONS**	200,000	52,341	100,840	21,819			25,000
USER FEES	70,000	5,000	60,000	5,000			
TOTAL REVENUE	1,501,662	315,324	448,877	279,856	111,086	0	346,519

*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

**FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

Enter all expenses for the programs in this application under the PGM A-D columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column next to the PGM column. Enter all other programs in your agency under NON APP PGMS (last column).

****Use whole numbers only, please.**

ACCOUNT CATEGORY	AGENCY 2023	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
A. PERSONNEL													
Salary	854,577	216,000	192,938	47,500	220,741	55,000	177,834	55,000	64,500	58,500			198,564
Taxes/Benefits	188,009	0	42,446		48,563		39,123		14,190				43,687
Subtotal A.	1,042,586	216,000	235,384	47,500	269,304	55,000	216,957	55,000	78,690	58,500	0	0	242,251
B. OTHER OPERATING													
Insurance	28,367	0	8,185		10,161		7,143						2,878
Professional Fees/Audit	244,778	45,000	41,962		83,061	15,000	29,967	15,000	15,000	15,000			74,788
Postage/Office & Program	72,345	16,500	14,660	1,500	20,687	2,500	14,150	2,500	10,000	10,000			12,848
Supplies/Printing/Photocopy	10,435	8,500	2,358	1,000	2,494	2,500	1,722	2,500	2,500	2,500			1,361
Equipment/Furnishings/Depr.	37,003	0			30,000								7,003
Telephone	913	0	456		189		134						134
Training/Conferences	14,400	4,400	3,273		3,387		2,381		4,400	4,400			959
Food/Household Supplies	12,787	0	2,955		4,052		2,773		496				2,511
Travel	2,593	0	849		878		617						249
Vehicle Costs/Depreciation	15,000	0			15,000								
Other	2,607	0	853		883		621						250
Subtotal B.	441,228	74,400	75,551	2,500	170,792	20,000	59,508	20,000	32,396	31,900	0	0	102,981
C. SPACE													
Rent/Utilities/Maintenance	17,848	0	4,389		8,781		3,391						1,287
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
Subtotal C.	17,848	0	4,389	0	8,781	0	3,391	0	0	0	0	0	1,287
D. SPECIAL COSTS													
Assistance to Individuals	0	0											
Participant Wages	0	0											
Participant Taxes/Benefits	0	0											
Other	0	0											
Subtotal D.	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (A.-D.)	1,501,662	290,400	315,324	50,000	448,877	75,000	279,856	75,000	111,086	90,400	0	0	346,519

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM

AGENCY AND PROGRAM REVENUES

Latino Academy of Workforce Development, Inc.

****List all staff positions related to programs requestiong funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2023 Program A FTE**	2023 Program B FTE**	2023 Program C FTE**	2023 Program D FTE**	2023 Program E FTE**	2023 Total FTE	2023 Annualized Salary	2023 Payroll Taxes and Fringe Benefits	2023 Total Amount	2023 Hourly Wage***	2023 Amount Requested from the City of Madison
Director of Workforce Development	0.20	0.60	0.10	0.10		1.00	55,000	12,100	67,100	26.44	14,850
Manager of Workforce Development	0.30	0.60	0.00	0.10		1.00	45,000	9,900	54,900	21.63	12,150
Employment and Training Coordinator	0.30	0.60	0.10	0.00		1.00	38,563	8,484	47,047	18.54	10,412
Director of Education	0.40	0.10	0.50	0.00		1.00	55,000	12,100	67,100	26.44	16,500
Education Manager	0.75	0.05	0.20	0.00		1.00	45,000	9,900	54,900	21.63	13,500
Executive Director	0.20	0.50	0.20	0.10		1.00	67,980	14,956	82,936	32.68	18,355
CDL Instructor (48)	0.00	0.75	0.00	0.00		0.75	38,535	8,478	47,013	20.07	10,597
GED Instructor (48)	0.00	0.00	0.75	0.00		0.75	38,535	8,478	47,013	20.07	11,561
Resource Navigator	0.30	0.30	0.30	0.10		1.00	43,675	9,609	53,284	21.00	13,103
Workforce Coach	0.30	0.30	0.30	0.10		1.00	43,675	9,609	53,284	21.00	11,356
Youth Coordinator	0.00	0.00	0.00	1.00		1.00	42,500	9,350	51,850	20.43	42,500
Workforce Coach 2	0.30	0.30	0.30	0.10		1.00	43,775	9,631	53,406	21.05	13,133
Resource Navigator 2	0.30	0.30	0.30	0.10		1.00	43,775	9,631	53,406	21.05	13,133
Director of Transportation	0.00	1.00	0.00	0.00		1.00	55,000	12,100	67,100	26.44	14,850
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	20.07	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
TOTAL:	3.35					13.50	656,013	144,323	800,336	338.55	216,000

*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

**Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

YOUTH, YOUNG ADULT AND ADULT EMPLOYMENT BUDGET APPLICATION FORM
AGENCY AND PROGRAM REVENUES

Please name each program you are requesting funding for next to each funding request.

**Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

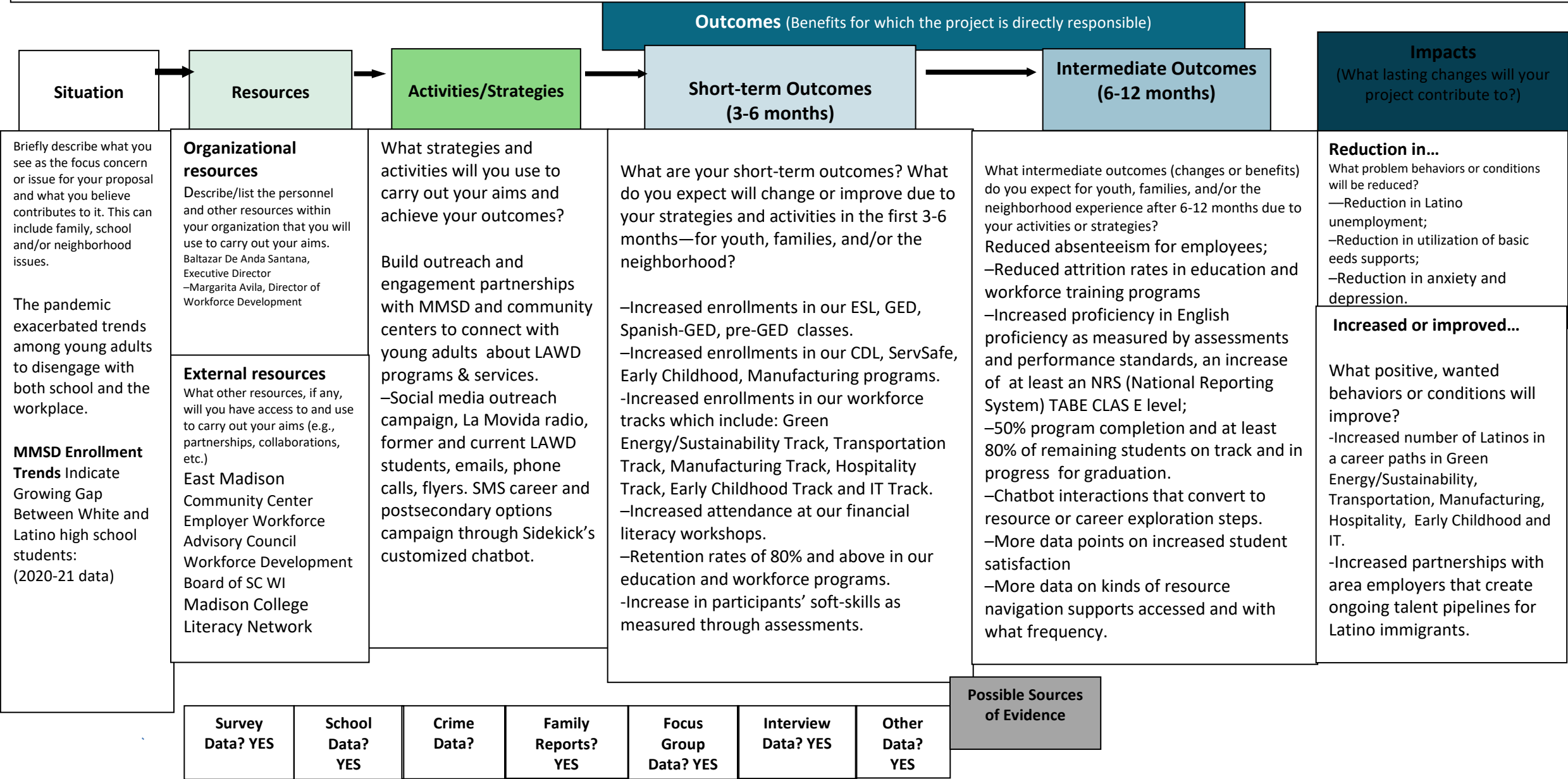
Pgm Letter	Program Name	Program Expenses	2023 City Request
A	Workforce Essentials	PERSONNEL	47,500
		OTHER OPERATING	2,500
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	50,000
B	Industry Specific	PERSONNEL	55,000
		OTHER OPERATING	20,000
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	75,000
C	Education Advancement	PERSONNEL	55000
		OTHER OPERATING	20,000
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	75,000
D	Outreach Reconnection and Employment Related Services for Young Latino Adults	PERSONNEL	58500
		OTHER OPERATING	31,900
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	90,400
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			290,400

Appendix B: Latino Academy Logic Model

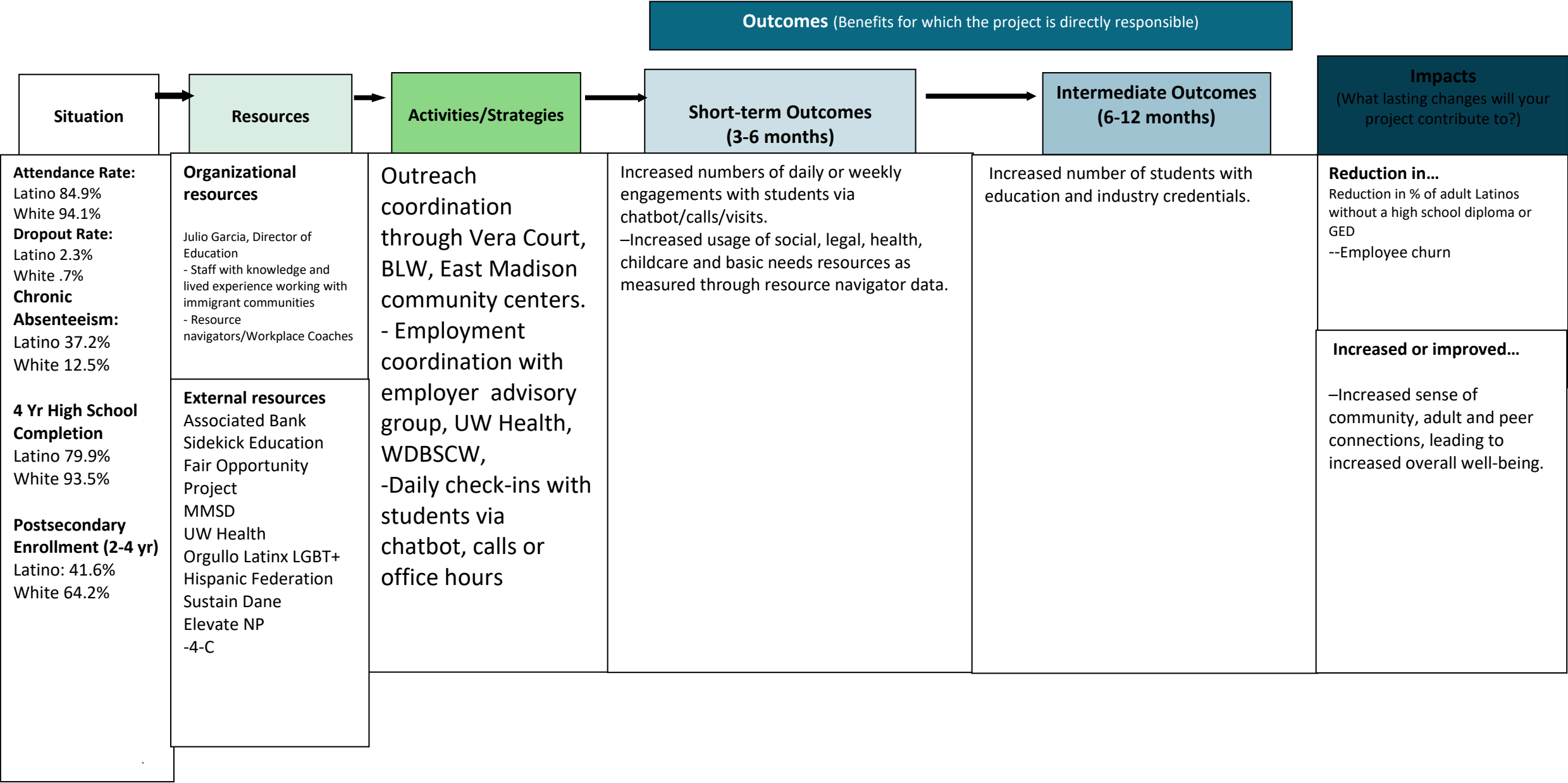
Young Adult Employment Services

Logic Model Template:

The following logic model template should be used by applicants applying for funds to support youth, young adult & adult employment and training initiatives. Any content over the 3 page limit will not be considered by reviewers. Below is a brief definition of each required logic model component.

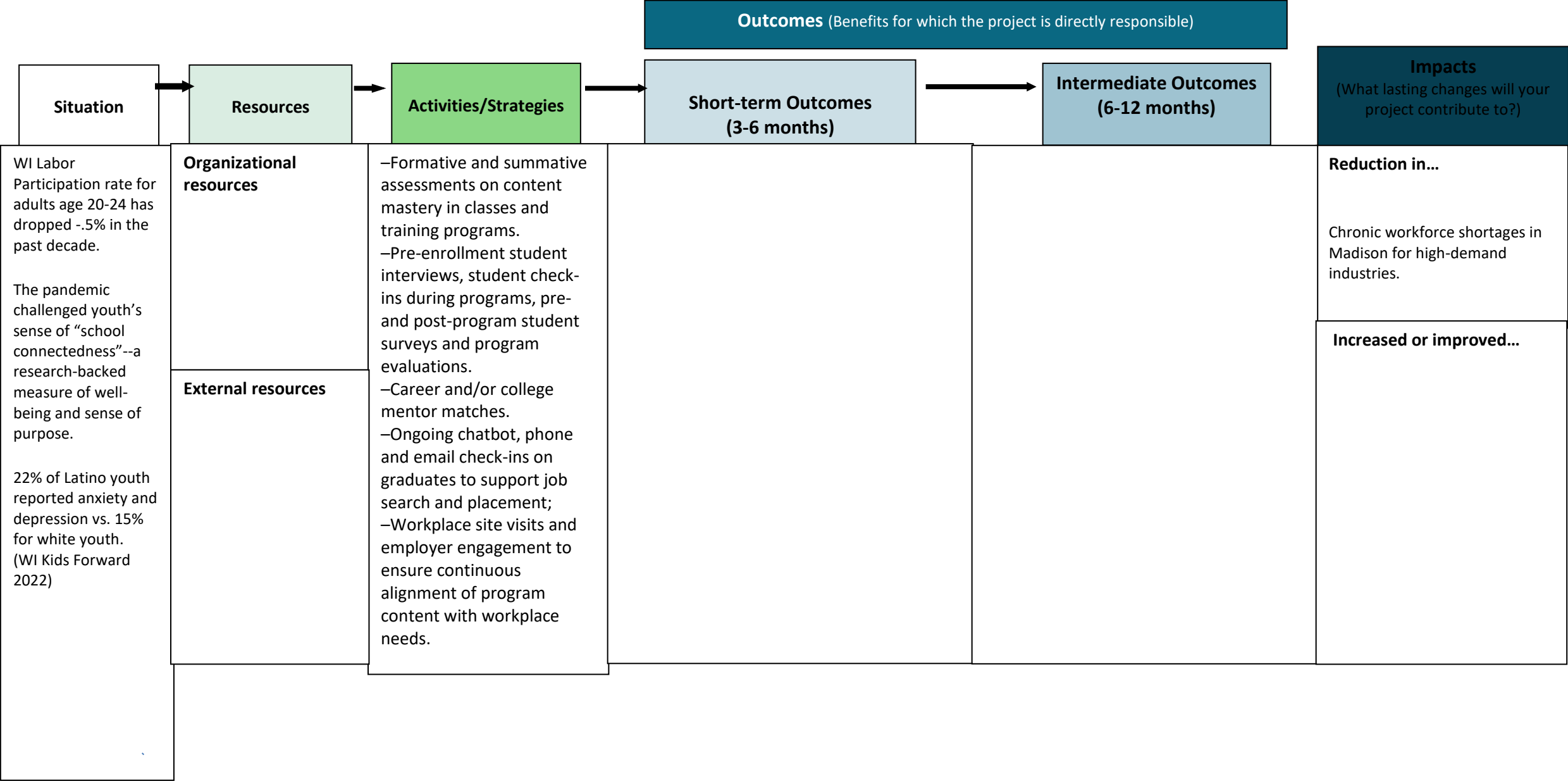


Appendix B: Latino Academy Logic Model
Young Adult Employment Services



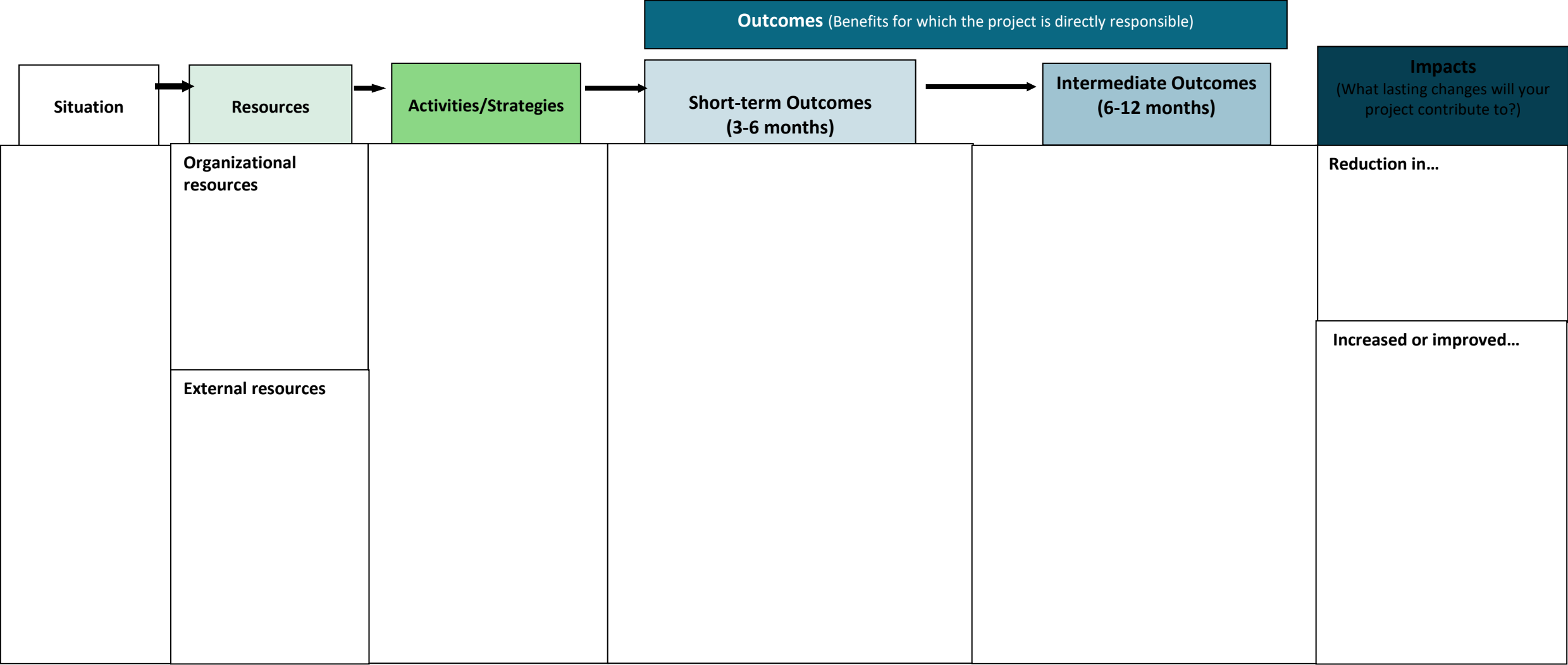
Appendix B: Latino Academy Logic Model

Young Adult Employment Services



Appendix B: Latino Academy Logic Model

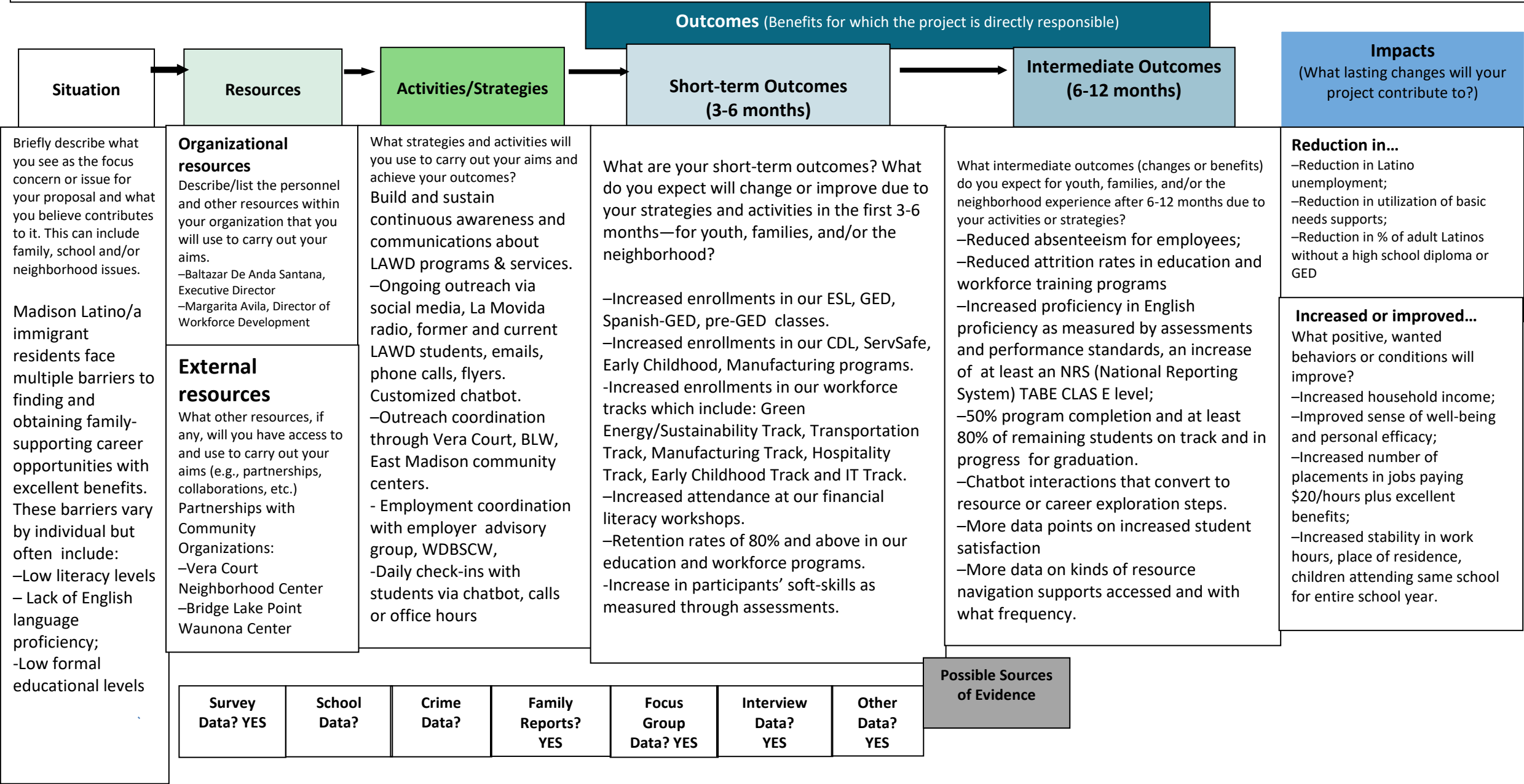
Young Adult Employment Services



Appendix B: Latino Academy Logic Model

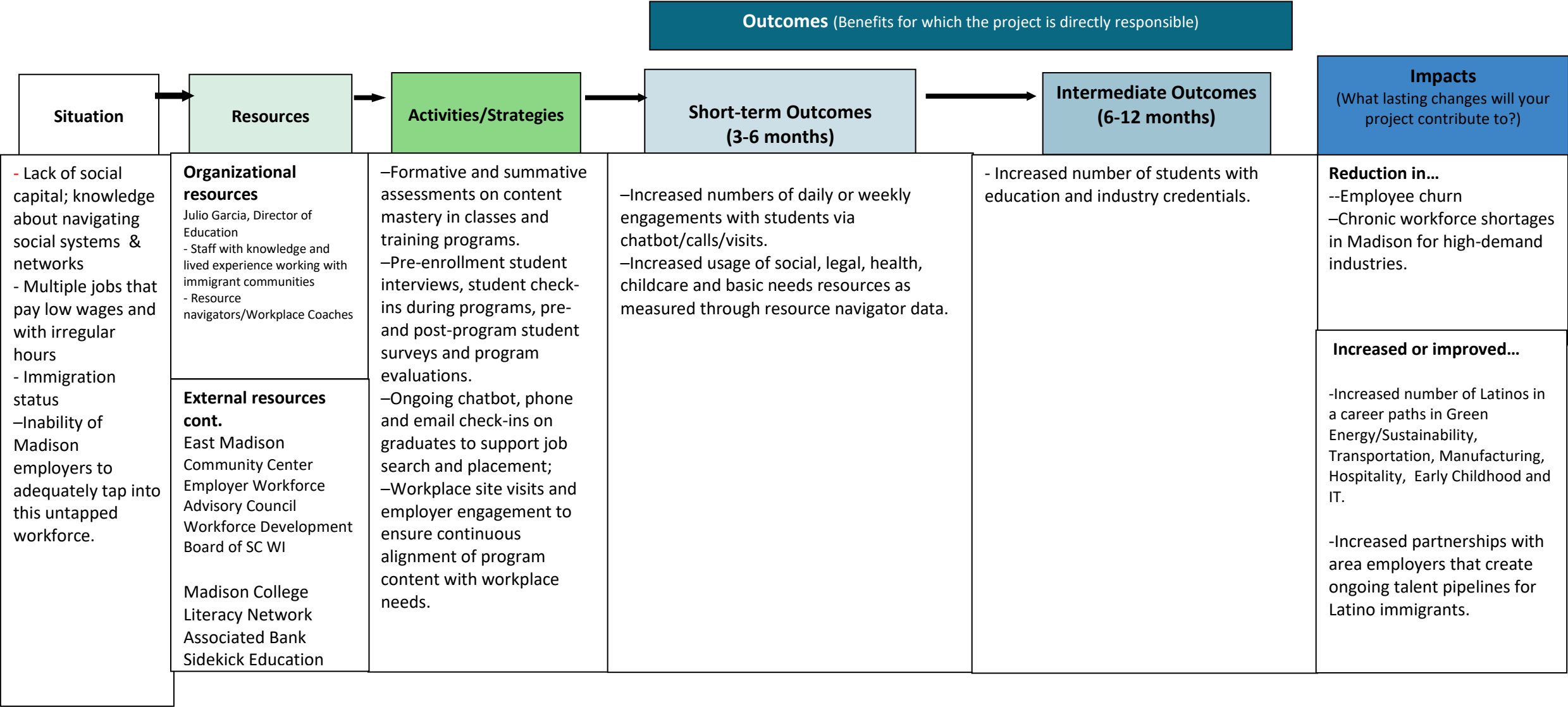
Adult Employment Services

Logic Model Template:
The following logic model template should be used by applicants applying for funds to support youth, young adult & adult employment and training initiatives. Any content over the 3 page limit will not be considered by reviewers. Below is a brief definition of each required logic model component.



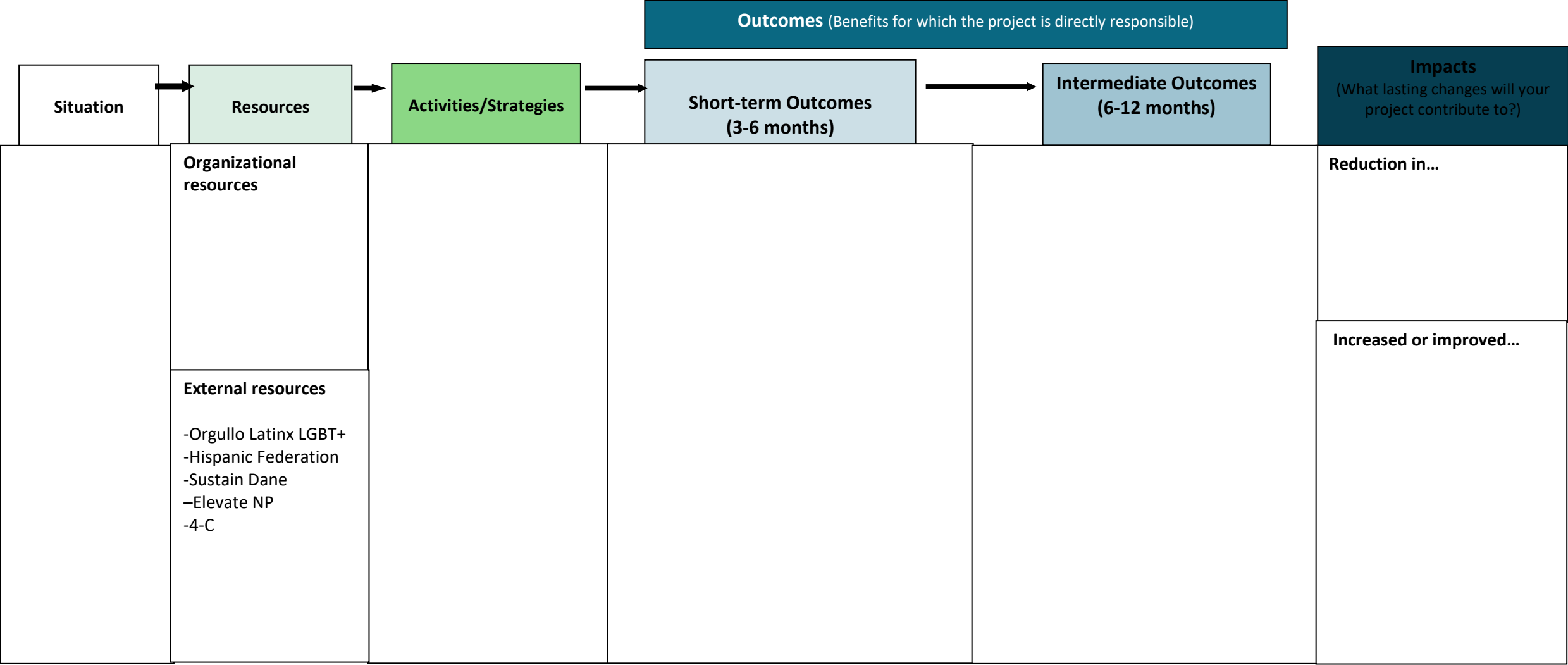
Appendix B: Latino Academy Logic Model

Adult Employment Services



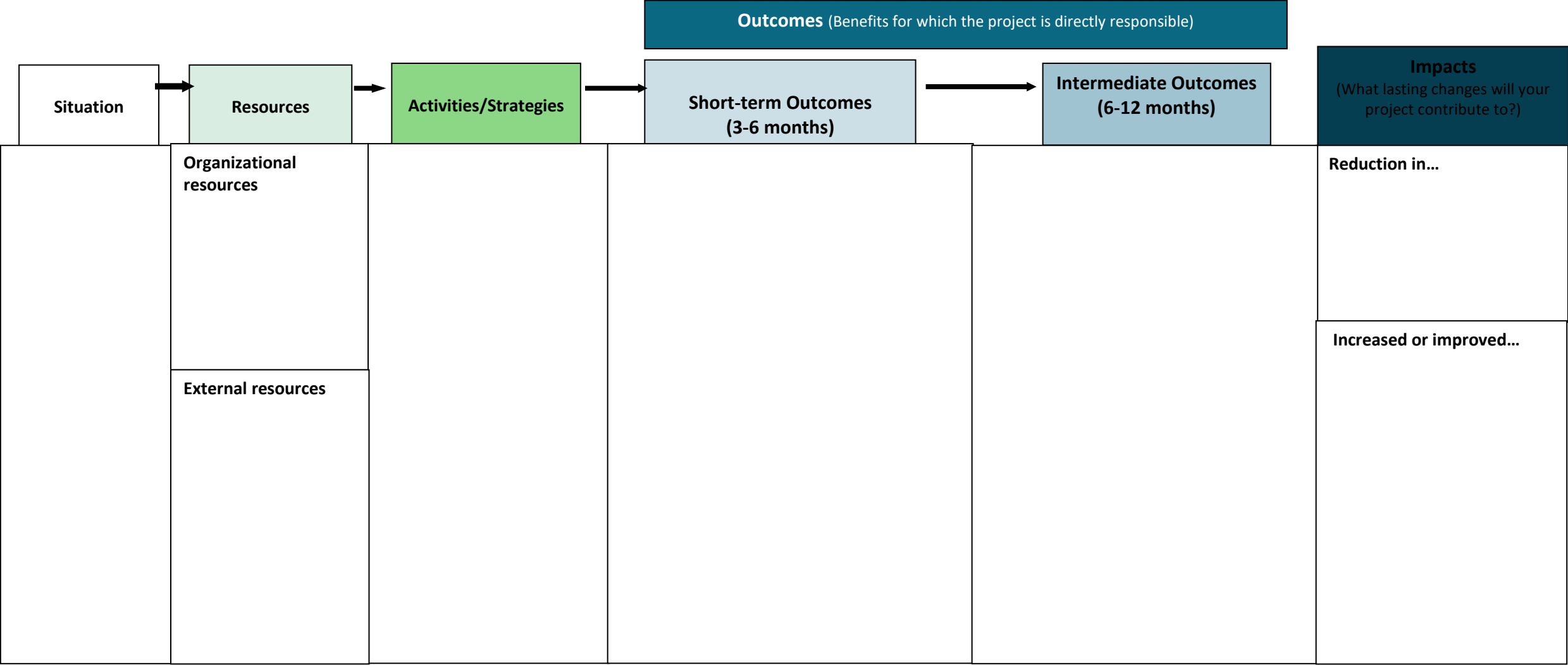
Appendix B: Latino Academy Logic Model

Adult Employment Services



Appendix B: Latino Academy Logic Model

Adult Employment Services





August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment and MOU for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

The Bridge Lake Point Waunona Neighborhood Center (BLW) strongly supports the Latino Academy of Workforce Development's applications for funding through the City of Madison Adult Employment Services Program and the Emerging Young Adult Employment Program. We have worked closely with the Latino Academy since its start as a program within Vera Court and we continue to collaborate closely in serving the youth and adults of Southside Madison. We write this letter of commitment and MOU to outline the ways that we will partner in this work.

Like our counterpart organization on Madison's Northside, Vera Court, the BLW Center grounds its work on listening and responding to the needs of our residents. Since 2004, the BLW Center has operated as a center welcome to all, providing a trusted gathering space for the neighbors who seek connections, training, computer access, food pantry, or simply the place to drop in and have a conversation. We collaborate with Latino Academy on outreach for ESL, GED and industry-specific training programs among our neighborhood residents. Our organization needs partner agencies like LAWD that can extend our reach and our capacity to serve our mostly lower-income population with education and training opportunities.

With support from these grants, the BLW Center will be able to work more closely with Latino Academy and better serve our large numbers of Latino clients. Specifically, here is how we will support this effort:

- Promote education and workforce training opportunities with our populations and facilitate enrollment;
- Share our facilities for ESL, GED, computer classes, financial education and other LAWD trainings. Our center is situated within the neighborhood and is conveniently located and accessible.
- Provide office space to LAWD staff for employment support services
- Share resource information with LAWD's resource navigators and connect our residents to these staff for assistance.

In exchange, we understand that Latino Academy will provide BLW Center participants with the following:

- LAWD will provide ESL, GED, computer classes, financial education and other workforce services;
- LAWD will provide BLW clients with job search, resume development, interview practice and other employment support;
- LAWD resource navigators will assist BLW clients with finding and accessing childcare, transportation, basic needs and other needed services.

Like Latino Academy, we recognize that our community members often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work together with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.





Because of this demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. We have seen first-hand the impact of remote schooling and pandemic closures on our young adults and commend the City of Madison for focusing new resources to serving this population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

Thomas Solyst
Executive Director





August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Emerging Young Adult Employment Program

Dear Baltazar,

Fair Opportunity Project is pleased to provide this letter of commitment in support of our partnership on the City of Madison Emerging Young Adult Employment Programs.

Fair Opportunity Project is a nationally-focused nonprofit organization with a mission to empower students to access and afford college. We work with college-interested young adults who lack the resources or networks to navigate the college application process. Our award-winning college guide is shared with 63,000 educators and schools annually. All of our resources and services are free for students. In addition to the guide, we match students with trained and caring mentors who meet biweekly with students in a supportive coaching model with student-identified goals. Students may also access our college application and scholarship essay review service, our virtual office hours, and our financial aid completion support. We work with schools, including Madison Metropolitan School District high schools, community-based organizations, Wisconsin Technical Colleges, the University of Wisconsin-Madison and the Wisconsin Coalition on Student Debt.

Specifically, Fair Opportunity Project will support this project by:

- Connecting Latino young adults who are interested in a 2 year or 4 year postsecondary program with a mentor;
- Coordinate education and career pathway resources with Latino Academy and facilitate enrollment in their programs;
- Sharing resource information on college affordability with LAWD's resource navigators and conducting workshops and informational sessions in Spanish and English.

We look forward to collaborating with you on these programs.

Sincerely,

A handwritten signature in black ink that reads "Carole J. Trone". The signature is written in a cursive, flowing style.

Carole J. Trone, PhD
Executive Director

[Fair Opportunity Project](#) is a 501(c)3 nonprofit organization, Federal Tax ID: 82-2192047
821 East Washington Ave, Suite 200, Madison, WI 53703



August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

Associated Bank is a proud partner with the Latino Academy of Workforce Development, Inc. in providing Madison's Latino community with the information and resources they seek to increase their financial assets and build financial security. We are pleased provide this letter of commitment that affirms our ongoing collaboration with Latino Academy of Workforce Development (LAWD) and specifically in providing services and support for the City of Madison Adult Employment Services and Emerging Young Adult Employment programs.

As a LAWD partner, Associated Bank offers free monthly workshops in Spanish on financial topics such as credit card use and building a strong credit score; setting up a workable financial plan to build for the future; protecting financial assets and personal identity in an online economy; and how to buy a house. These workshops have been well-attended and students have asked for more financial resources. The Latino Academy is an especially effective partner in our financial literacy efforts because we are in regular communication with their resource navigators and program staff, who reach out to us as different financial questions arise. Thus, our model of partnership is to provide informational workshops on important financial topics and also to be a resource as students develop specific financial questions and needs. It is a responsive and flexible model that is much more effective in increasing financial literacy and building financial empowerment.

Because of LAWD's demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. Young adults are especially in need of relatable and trustworthy resources for financial decisions. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

Associated Bank looks forward to continuing its relationship with LAWD and is committed to support LAWD's success with increasing employment and income stability for Madison's Latino community. We look forward to collaborating with you on these programs.

Sincerely,

Steve Evans

Steven L Evans
Vice President - Lead Business Development Officer
Community Outreach for Financial Literacy and Bank at Work
8040 Excelsior Drive
Madison, WI 53717
Direct: 608-514-4229
Steven.Evans@Associatedbank.com

SIDEKICK

August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment and MOU for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

Sidekick Education is pleased to provide this letter of commitment and MOU in support of our partnership on the City of Madison Adult Employment Services and on the Emerging Young Adult Employment Programs.

Sidekick Education is an education nonprofit that provides personalized career coaching and career recommendations through conversations with an AI-powered, SMS chatbot. We work with schools, including Madison Metropolitan School District middle and high schools, community-based organizations, employers, and the City of Madison to help our users not only understand the pathways and opportunities available to them, but to also connect them to the programs and people who can help them step into economically empowering futures.

With support from these grants, Sidekick will be able to work with Latino Academy to increase engagement with their students and share more timely information.

Specifically, Sidekick will support this project by:

- Helping youth and young adult users discover the programs and supports available to them through Latino Academy
- Promoting education and workforce training opportunities to our users and facilitating enrollment in these programs
- Sharing resource information with LAWD's resource navigators and connecting our users to these staff for assistance.

In exchange, we understand that Latino Academy will provide Sidekick with the following:

- LAWD will provide ESL, GED, computer classes, financial education and other workforce services;
- LAWD will provide clients with job search, resume development, interview practice and other employment support;
- LAWD resource navigators will assist EMCC clients with finding and accessing childcare, transportation, basic needs and other needed services.

Like Latino Academy, we recognize that our community members often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work together with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

Because of this demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. We have seen first-hand the impact of remote schooling and pandemic closures on our young adults and commend the City of Madison for focusing new resources to serving this population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

A handwritten signature in black ink that reads "Sarah Shaw". The script is fluid and cursive, with the first letters of each name being capitalized and prominent.

Sarah Shaw
Co-Founder and CEO
Sidekick Education

August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

On behalf of the Workforce Development of South Central Wisconsin (WDBSCW), we are pleased to affirm our ongoing collaboration with Latino Academy of Workforce Development (LAWD) and state our commitment of partnership in providing services and support for the City of Madison Adult Employment Services and Emerging Young Adult Employment programs.

WDBSCW has worked with LAWD since 2012. LAWD has incorporated a Career Pathways framework, which is also reflected in the WDBSCW's [WIOA Local Plan](#). LAWD has achieved notable successes in workforce training and job placement through their customized resource navigator approach. Candidates work with LAWD resource navigators before, during, and after the training program to identify career interests and readiness while resolving potential barriers.

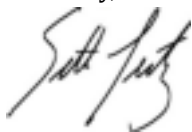
Like Latino Academy, we recognize that these candidates often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

Because of this demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

WDBSCW looks forward to continuing its relationship with LAWD and is committed to align and leverage the Federal and State workforce system training resources and industry relationships to support LAWD's success with increasing employment and income stability for Madison's Latino community.

We look forward to collaborating with you on these programs.

Sincerely,



Seth Lentz
Executive Director
Workforce Development Board of South Central Wisconsin



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

The Orgullo Latinx LGBT+ welcomes the Latino Academy of Workforce Development's inclusive approach and shared commitment to build a safe, equitable, socially just place for the Latinx LGBT+ community in Dane County where the LGBT+ community can thrive. We write the letter of commitment to support your application for the City of Madison Adult Employment Services and the Emerging Young Adult employment programs and we will work with you to reach the communities we serve.

Specifically, here are the ways that we commit to working together:

- Creating awareness through LAWD education and training programs about the barriers faced by the LGBT+ Latinx community in Dane County.
- Expanding our outreach to our members about LAWD programs and services and encouraging their participation;
- Engaging LAWD employer partners to cultivate workplaces of equality, respect, and dignity.
- Strengthening our partnerships with allies, families and community groups and connecting them to Latino Academy services.

We will work together with Latino Academy to proactively address barriers that prevent students from pursuing their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these individuals over the long haul.

Because of Latino Academy's demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. Young adults we've connected with have been deeply impacted by pandemic closures and disruption. The mental health resources in the Latino Academy program are especially needed. The Latino Academy's deep connections in the community will offer needed outreach and

engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

Diego Campoverde
Orgullo Latinx LGBT+



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment and MOU for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

The Vera Court Neighborhood Center strongly supports the Latino Academy of Workforce Development's applications for funding through the City of Madison Adult Employment Services Program and the Emerging Young Adult Employment Program. The Latino Academy started in 2011 as a program within Vera Court and we continue to collaborate closely in serving the youth and adults of Madison's Northside.

Since our start in 1994, the Vera Court Neighborhood Center has listened to and responded to the interests and needs of our residents. Through our strong relationships with area employers, community nonprofits and Madison's schools, we touch about 5,000 lives annually. Our center is open to all and we work to provide a welcoming space to youth, adults and families. Our organization looks for partner agencies that can extend our reach and our capacity to serve our mostly lower-income population with education and training opportunities.

With support from these grants, Vera Court will be able to work more closely with Latino Academy and better serve our large numbers of Latino clients. Specifically, here is how we will support this effort:

- Promote education and workforce training opportunities with our populations and facilitate enrollment;
- Share our facilities for ESL, GED, computer classes, financial education and other LAWD trainings. Our center is situated within the neighborhood and is conveniently located and accessible.
- Provide office space to LAWD staff for employment support services
- Share resource information with LAWD's resource navigators and connect our residents to these staff for assistance.

In exchange, we understand that Latino Academy will provide Vera Court Neighborhood Center participants with the following:

- LAWD will provide ESL, GED, computer classes, financial education and other workforce services;
- LAWD will provide Vera Court clients with job search, resume development, interview practice and other employment support;
- LAWD resource navigators will assist Vera Court clients with finding and accessing childcare, transportation, basic needs and other needed services.

Like Latino Academy, we recognize that our community members often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work together with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

Because of this demonstrated success with adult education programming, we are excited to extend our





partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. We have seen first-hand the impact of remote schooling and pandemic closures on our young adults and commend the City of Madison for focusing new resources to serving this population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

Thomas Solyst
Executive Director
Vera Court Neighborhood Center



2022 BOARD OF DIRECTORS

Bill Westrate, Chair
American Family Insurance

Jay Sekelsky, Vice Chair
Zermatt Investors, LLC

Dr. Gloria Ladson-Billings, Secretary
*University of Wisconsin
National Academy of Education*

Mark Koehl, Treasurer
Community Leader

Chief Shon Barnes
City of Madison Police Department

Dave Beck-Engel
Community Leader

Jacquelyn Boggess
Center for Family Policy and Practice

Dave Branson
Labor Representative

Bryan Chan
Supranet Communications, Inc.

Lau & Bea Christensen
Community Leaders

Christine Dahlhauser
Baker Tilly US, LLP

Dulce Danel
Madison College

Robert Durian
Alliant Energy

Dave Florin
Hiebing

Dan Frazier
U.S. Bank

Roberta Gassman
*University of Wisconsin-Madison
School of Social Work*

Lynn Green
Community Leader

Fabiola Hamdan
*Dane County Department
of Human Services*

Dr. Carlton Jenkins
Madison Metropolitan School District

Jeff Keebler
Madison Gas and Electric

Paul Kundert
UW Credit Union

Sonia "Sunny" Kurhajetz
County of Dane/AFSCME Local 720

Michelle Michalak
Madison Teachers Inc./IBEW Local 2304

Hon. Everett Mitchell
Dane County Circuit Court

Renee Moe
United Way of Dane County

Ramona Natera
*State of Wisconsin
Unemployment Insurance Division*

Christine Negovani
BYFY Representative

Rachel Neill
Carex Consulting

Josie Ronk
*University of Wisconsin-Madison
Youth Leader*

Tim Ryan
Monona State Bank

Ananth Seshedri
*University of Wisconsin-Madison
Department of Economics*

Dr. Martha Stackner
*Dane County Department
of Human Services*

Gisèle Sutherland
BMO Wealth Management

Dave Sweitzer
CUNA Mutual Group

Jesi Wang
MetaStar, Inc.

Jim Wheeler
Community Leader

Lucius Woodson
TASC

Jane F. "Ginger" Zimmerman
Murphy Desmond S.C.

Agency Representatives

Lisa Peyton-Caire
The Foundation for Black Women's Wellness

Scott Strong
RISE Wisconsin

August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

On behalf of United Way of Dane County, we are delighted to partner with the Latino Academy of Workforce Development (LAWD) and provide this letter of commitment in application for the City of Madison Adult Employment Services Program.

United Way of Dane County has a long history of partnership with LAWD, which serves as one of our key agency partners in the HIRE initiative that helps match participants in training programs at our nonprofit partners – including LAWD – to job placements at employers on our HIRE Employer Council. There is tremendous synergy between the goals of LAWD's education and workforce training programs and the goals of the HIRE initiative to remove barriers and strengthen employment and career pathway opportunities for low-income Madison adults in search of employment.

United Way of Dane County is committed to supporting these mutually aligned goals between our collaborative efforts. Specifically, we will work collaboratively with LAWD and among our HIRE partners to: 1. Expand the recruitment pipeline for individuals; 2. Support the employment placement of adults participating in our nonprofit partners' training programs by increasing our collaboration with employer partners; and 3. Strengthen our collective resource navigation efforts by leveraging 211 resources as our community's most comprehensive information and referral resource database and call center.

LAWD is a very collaborative partner and leader in this partnership, contributing what they have learned in connecting with employers as well as advocating for the specific needs of the Latino community. We recognize how LAWD has achieved notable successes in workforce training and job placement through its customized resource navigator approach. Candidates work with the LAWD resource navigators before, during and after the training program to identify career interests and readiness while resolving potential barriers. This type of support is critical to the retention and support for individuals entering and overcoming barriers to meet their career goals and obtain and maintain family sustaining wages.

2022 BOARD OF DIRECTORS

Bill Westrate, Chair
American Family Insurance

Jay Sekelsky, Vice Chair
Zermatt Investors, LLC

Dr. Gloria Ladson-Billings, Secretary
*University of Wisconsin
National Academy of Education*

Mark Koehl, Treasurer
Community Leader

Chief Shon Barnes
City of Madison Police Department

Dave Beck-Engel
Community Leader

Jacquelyn Boggess
Center for Family Policy and Practice

Dave Branson
Labor Representative

Bryan Chan
Supranet Communications, Inc.

Lau & Bea Christensen
Community Leaders

Christine Dahlhauser
Baker Tilly US, LLP

Dulce Danel
Madison College

Robert Durian
Alliant Energy

Dave Florin
Hiebing

Dan Frazier
U.S. Bank

Roberta Gassman
*University of Wisconsin-Madison
School of Social Work*

Lynn Green
Community Leader

Fabiola Hamdan
*Dane County Department
of Human Services*

Dr. Carlton Jenkins
Madison Metropolitan School District

Jeff Keebler
Madison Gas and Electric

Paul Kundert
UW Credit Union

Sonia "Sunny" Kurhajetz
County of Dane/AFSCME Local 720

Michelle Michalak
Madison Teachers Inc./IBEW Local 2304

Hon. Everett Mitchell
Dane County Circuit Court

Renee Moe
United Way of Dane County

Ramona Natera
*State of Wisconsin
Unemployment Insurance Division*

Christine Negovani
BYFY Representative

Rachel Neill
Carex Consulting

Josie Ronk
*University of Wisconsin-Madison
Youth Leader*

Tim Ryan
Monona State Bank

Ananth Seshedri
*University of Wisconsin-Madison
Department of Economics*

Dr. Martha Stacker
*Dane County Department
of Human Services*

Gisèle Sutherland
BMO Wealth Management

Dave Sweitzer
CUNA Mutual Group

Jesi Wang
MetaStar, Inc.

Jim Wheeler
Community Leader

Lucius Woodson
TASC

Jane F. "Ginger" Zimmerman
Murphy Desmond S.C.

Agency Representatives

Lisa Peyton-Caire
The Foundation for Black Women's Wellness

Scott Strong
RISE Wisconsin

Together, we will continue to meaningfully increase employment among Madison's Latino community, bringing family-sustaining jobs and well-being to more Madison residents.

We look forward to working with you in this collaborative effort.

Sincerely,



Renee Moe
President & CEO
United Way of Dane County



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment and MOU for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

The East Madison Community Center (EMCC) is pleased to provide this letter of commitment and MOU in support of our partnership on the City of Madison Adult Employment Services and on the Emerging Young Adult Employment Programs.

Much like where LAWD started as a program within the Vera Court Neighborhood Center, the EMCC serves the neighborhoods on the East side of Madison with youth and adult programming. Our location offers a convenient and welcome gathering place for adults seeking support for job training and employment search, digital literacy, or financial education. We also serve neighborhood youth with a summer camp, arts programs, and health and wellness offerings. Our organization looks for partner agencies that can extend our reach and our capacity to serve our mostly lower-income population with education and training opportunities.

With support from these grants, the EMCC will be able to work more closely with Latino Academy and better serve our large numbers of Latino clients. Specifically, here is how we will support this effort:

- Promote education and workforce training opportunities with our populations and facilitate enrollment;
- Share our facilities for ESL, GED, computer classes, financial education and other LAWD trainings. Our center is situated within the neighborhood and is conveniently located and accessible.
- Provide office space to LAWD staff for employment support services
- Share resource information with LAWD's resource navigators and connect our residents to these staff for assistance.

In exchange, we understand that Latino Academy will provide EMCC participants with the following:

- LAWD will provide ESL, GED, computer classes, financial education and other workforce services;
- LAWD will provide EMCC clients with job search, resume development, interview practice and other employment support;
- LAWD resource navigators will assist EMCC clients with finding and accessing childcare, transportation, basic needs and other needed services.

Like Latino Academy, we recognize that our community members often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work together with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

Because of this demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. We have seen first-hand the impact of remote schooling and pandemic closures on our young adults and

commend the City of Madison for focusing new resources to serving this population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Veronica Castillo', with a long horizontal flourish extending to the right.

Veronica Castillo
Assistant Director
East Madison Community Center





August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services

Dear Baltazar,

Hispanic Federation is pleased to provide this letter of commitment that affirms our ongoing collaboration with Latino Academy of Workforce Development (LAWD), specifically in providing financial services and financial literacy support for the City of Madison Adult Employment Services programs. The Hispanic Federation provides financial support and financial literacy resources in partnership with the Latino Academy of Workforce Development, Inc. to increase the assets and wealth-building abilities among Madison's Latino community.

As a national organization, we follow the national data on Hispanic-owned small businesses, a powerful means of building wealth. Nationally, these businesses have grown 34% and contributed \$500B to the U.S. economy over the last 10 years. As you know well, many Latino Academy students have a career goal of owning their own business. The national data reveals how difficult this goal is, according to the Stanford Business 2018 Research Report, just 16% Hispanic-owned businesses vs. 36% non-Hispanic owned businesses that convert from self-employed to employer-based. Access to capital is a major barrier: among those business owners who attempt to receive growth funding from a financial institution, 6.2% of Latino employer firms did not receive the requested funds, compared to 3.1% for non-minority-owned firms.

The 2020 US Census showed that Latinos are the largest ethnic minority population in Wisconsin, comprising 7.1% of the population, which is further evidence that the future prosperity of Madison and across Wisconsin depends very much on the ability of Latinos to access capital, business opportunities, job creation and coaching on building their financial capacity.

Hispanic Federation has developed a financial empowerment curriculum and is working with Latino Academy on incorporating this curriculum into education and workforce training programs. Financial support from the City of Madison will provide the means for us to expand and further reach Madison's Latino population and provide them with the financial information and resources needed to make the best decisions for their families.

We look forward to collaborating with you on this program.

Sincerely,



Frankie Miranda
President & CEO
Hispanic Federation



August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

We are pleased to confirm our ongoing partnership with the Latino Academy of Workforce Development and provide this letter of commitment for the City of Madison Adult Employment Services Program application.

Community Coordinated Child Care, Inc (4-C) is a local early childhood nonprofit organization that provides a range of early childhood services to families, early childhood professionals, communities in 11 counties, and the Ho-Chunk Nation. 4-C representatives serve on applicable community initiatives, committees, and boards to ensure a thorough understanding and representation of the early care and education field within the agency's service delivery area.

In this collaboration, we commit to the successful partnership in place for providing early childhood professional development and offers culturally and linguistically supportive child care options for Latino families. Among the ways that we will work together, we will:

- Collaborate on future offerings of the Early Childhood Professional bilingual courses, which prepare Latinx providers for licensing and certification requirements;
- Work with Latino Academy workforce coaches and resource navigators to address child care access barriers that may prevent students from attending class or workers from getting to work;
- Participate in the Latino Academy Workforce Advisory Committee for sharing information and strategies to address employee's child care needs

In addition, we will support efforts to share student and child care data for better tracking of the numbers of Madison residents served through this program and insights on ways to improve program outcomes.

We look forward to working with you in this collaborative effort.

Sincerely,

Marlo Mielke-Barnes
Marlo Mielke-Barnes
Executive Director
4-C of Madison



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment and MOU for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

The Bridge Lake Point Waunona Neighborhood Center (BLW) strongly supports the Latino Academy of Workforce Development's applications for funding through the City of Madison Adult Employment Services Program and the Emerging Young Adult Employment Program. We have worked closely with the Latino Academy since its start as a program within Vera Court and we continue to collaborate closely in serving the youth and adults of Southside Madison. We write this letter of commitment and MOU to outline the ways that we will partner in this work.

Like our counterpart organization on Madison's Northside, Vera Court, the BLW Center grounds its work on listening and responding to the needs of our residents. Since 2004, the BLW Center has operated as a center welcome to all, providing a trusted gathering space for the neighbors who seek connections, training, computer access, food pantry, or simply the place to drop in and have a conversation. We collaborate with Latino Academy on outreach for ESL, GED and industry-specific training programs among our neighborhood residents. Our organization needs partner agencies like LAWD that can extend our reach and our capacity to serve our mostly lower-income population with education and training opportunities.

With support from these grants, the BLW Center will be able to work more closely with Latino Academy and better serve our large numbers of Latino clients. Specifically, here is how we will support this effort:

- Promote education and workforce training opportunities with our populations and facilitate enrollment;
- Share our facilities for ESL, GED, computer classes, financial education and other LAWD trainings. Our center is situated within the neighborhood and is conveniently located and accessible.
- Provide office space to LAWD staff for employment support services
- Share resource information with LAWD's resource navigators and connect our residents to these staff for assistance.

In exchange, we understand that Latino Academy will provide BLW Center participants with the following:

- LAWD will provide ESL, GED, computer classes, financial education and other workforce services;
- LAWD will provide BLW clients with job search, resume development, interview practice and other employment support;
- LAWD resource navigators will assist BLW clients with finding and accessing childcare, transportation, basic needs and other needed services.

Like Latino Academy, we recognize that our community members often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work together with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.





Because of this demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. We have seen first-hand the impact of remote schooling and pandemic closures on our young adults and commend the City of Madison for focusing new resources to serving this population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

Thomas Solyst
Executive Director





August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

We are pleased to partner with the Latino Academy of Workforce Development and provide this letter of commitment for the City of Madison Adult Employment Services Program application. As a Madison-area employer, we need strong relationships with community organizations like Latino Academy to help us find strong candidates for our many employment opportunities. The Latino Academy's recent career fair was the latest example of how we have worked together successfully to find the workers we need.

In this collaboration, we propose to provide the following services in support of increasing the employment of Madison adults who face multiple barriers and who have low skill levels:

- Ongoing coordination with Latino Academy's workforce coaches to identify high-need job openings that require short-term or on-the-job training;
- Opportunities for job candidates to learn more about our open positions and working at our company;
- Active involvement on the Latino Academy Workforce Advisory Council to ensure that new employees are fully supported linguistically and culturally in their onboarding experiences;
- Coordination with the Latino Academy staff to gain employee feedback so that we can improve retention and facilitate career advancement.

In addition, we will exchange employment data that allow us to track the numbers of Madison residents served through this program and collaborate on ways to improve our outcomes.

We look forward to working with you in this collaborative effort.

Sincerely,

Amy Niemetscheck
President & CEO



August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

Downtown Madison, Inc. (DMI) is pleased to partner with the Latino Academy of Workforce Development and provide this letter of commitment for the City of Madison Adult Employment Services Program application. As a membership organization representing 450 Madison-area employers, DMI welcomes Latino Academy's active involvement in our organization and your focus on working directly with employers. Your approach goes beyond the classroom training and connects students with family-sustaining, good jobs.

In this collaboration, we propose to provide the following services to increase the numbers of employment opportunities shared with Latino Academy students and strengthen the hiring connections for Madison adults who face multiple barriers and who have low skill levels:

- Facilitating the coordination between Latino Academy's workforce coaches and DMI's employer members to identify high-need job openings that require short-term or on-the-job training;
- Opportunities for Latino Academy students to learn more about Madison-area employers and workplace environments, including job shadowing and mock interviews;
- Active involvement on the Latino Academy Workforce Advisory Council to inform program development and ensure that programs align with job opportunities;
- Coordination with the Latino Academy to build Madison employer awareness of this untapped workforce.

In addition, we will support efforts to share employment data and job postings for better tracking of the numbers of Madison residents served through this program and insights on ways to improve program outcomes.

We look forward to working with you in this collaborative effort and appreciate the Latino Academy's continued support of DMI and downtown Madison.

Sincerely,

A handwritten signature in black ink that reads "Jason Ilstrup".

Jason Ilstrup
President
Downtown Madison, Inc.



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

We are pleased to partner with the Latino Academy of Workforce Development and provide this letter of commitment for the City of Madison Adult Employment Services Program application. Elevate is a nonprofit organization that centers equity in the climate conversation. In partnership with Latino Academy, we have already provided technical assistance to Latino and other underrepresented Madison residents in our Contractor Accelerator Program earlier this year. This is an innovative national program that engages more small businesses and workforce development organizations in the rapidly increasing energy efficiency, decarbonization, and solar energy job market. We are committed to continue this work with Latino Academy in Madison.

Specifically, here are the ways that our Contractor Accelerator Program supports Madison's Latino and BIPOC workers who want to tap into this growing job market:

- Weekly group classroom training (both in-person and virtual)
- One-on-one collaboration with each contractor to develop a growth plan tailored to their business and individual needs
- Support and training covering accounting, branding, marketing, accessing capital, hiring talent, technical skills training, obtaining diversity certifications, and more
- Mentorship opportunities with local businesses
- Access to professional networks job opportunities
- Guidance for students step-by-step through the ways that they can find contracts and plug into the growing demand for installations and energy unit conversions.

Working with Latino Academy we will continue to develop networks of support for people who have traditionally been underserved or left out of the clean energy economy. Our ongoing collaboration with Latino Academy is a critical connection to the students they serve and enables us to provide access to training, resources, and jobs to ensure an equitable, inclusive, and high-caliber clean energy workforce. Additionally, we will support efforts to share data on the numbers of Madison residents served through this program and insights on ways to improve program outcomes.

We look forward to working with you in this collaborative effort. Please do not hesitate to contact me at Abigail.Corso@elevatenp.org or at 608-807-1093

Sincerely,

A handwritten signature in black ink, appearing to read 'AC', with a long horizontal line extending to the right.

Abigail Corso, PE
Chief Strategy Officer
[Elevate](#)



August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

Associated Bank is a proud partner with the Latino Academy of Workforce Development, Inc. in providing Madison's Latino community with the information and resources they seek to increase their financial assets and build financial security. We are pleased provide this letter of commitment that affirms our ongoing collaboration with Latino Academy of Workforce Development (LAWD) and specifically in providing services and support for the City of Madison Adult Employment Services and Emerging Young Adult Employment programs.

As a LAWD partner, Associated Bank offers free monthly workshops in Spanish on financial topics such as credit card use and building a strong credit score; setting up a workable financial plan to build for the future; protecting financial assets and personal identity in an online economy; and how to buy a house. These workshops have been well-attended and students have asked for more financial resources. The Latino Academy is an especially effective partner in our financial literacy efforts because we are in regular communication with their resource navigators and program staff, who reach out to us as different financial questions arise. Thus, our model of partnership is to provide informational workshops on important financial topics and also to be a resource as students develop specific financial questions and needs. It is a responsive and flexible model that is much more effective in increasing financial literacy and building financial empowerment.

Because of LAWD's demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. Young adults are especially in need of relatable and trustworthy resources for financial decisions. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

Associated Bank looks forward to continuing its relationship with LAWD and is committed to support LAWD's success with increasing employment and income stability for Madison's Latino community. We look forward to collaborating with you on these programs.

Sincerely,

Steve Evans

Steven L Evans
Vice President - Lead Business Development Officer
Community Outreach for Financial Literacy and Bank at Work
8040 Excelsior Drive
Madison, WI 53717
Direct: 608-514-4229
Steven.Evans@Associatedbank.com

SIDEKICK

August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment and MOU for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

Sidekick Education is pleased to provide this letter of commitment and MOU in support of our partnership on the City of Madison Adult Employment Services and on the Emerging Young Adult Employment Programs.

Sidekick Education is an education nonprofit that provides personalized career coaching and career recommendations through conversations with an AI-powered, SMS chatbot. We work with schools, including Madison Metropolitan School District middle and high schools, community-based organizations, employers, and the City of Madison to help our users not only understand the pathways and opportunities available to them, but to also connect them to the programs and people who can help them step into economically empowering futures.

With support from these grants, Sidekick will be able to work with Latino Academy to increase engagement with their students and share more timely information.

Specifically, Sidekick will support this project by:

- Helping youth and young adult users discover the programs and supports available to them through Latino Academy
- Promoting education and workforce training opportunities to our users and facilitating enrollment in these programs
- Sharing resource information with LAWD's resource navigators and connecting our users to these staff for assistance.

In exchange, we understand that Latino Academy will provide Sidekick with the following:

- LAWD will provide ESL, GED, computer classes, financial education and other workforce services;
- LAWD will provide clients with job search, resume development, interview practice and other employment support;
- LAWD resource navigators will assist EMCC clients with finding and accessing childcare, transportation, basic needs and other needed services.

Like Latino Academy, we recognize that our community members often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work together with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

Because of this demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. We have seen first-hand the impact of remote schooling and pandemic closures on our young adults and commend the City of Madison for focusing new resources to serving this population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

A handwritten signature in black ink that reads "Sarah Shaw". The script is fluid and cursive, with the first letters of each word being capitalized and larger than the rest of the letters.

Sarah Shaw
Co-Founder and CEO
Sidekick Education

August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

On behalf of the Workforce Development of South Central Wisconsin (WDBSCW), we are pleased to affirm our ongoing collaboration with Latino Academy of Workforce Development (LAWD) and state our commitment of partnership in providing services and support for the City of Madison Adult Employment Services and Emerging Young Adult Employment programs.

WDBSCW has worked with LAWD since 2012. LAWD has incorporated a Career Pathways framework, which is also reflected in the WDBSCW's [WIOA Local Plan](#). LAWD has achieved notable successes in workforce training and job placement through their customized resource navigator approach. Candidates work with LAWD resource navigators before, during, and after the training program to identify career interests and readiness while resolving potential barriers.

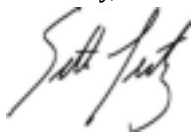
Like Latino Academy, we recognize that these candidates often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

Because of this demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

WDBSCW looks forward to continuing its relationship with LAWD and is committed to align and leverage the Federal and State workforce system training resources and industry relationships to support LAWD's success with increasing employment and income stability for Madison's Latino community.

We look forward to collaborating with you on these programs.

Sincerely,



Seth Lentz
Executive Director
Workforce Development Board of South Central Wisconsin

August 17, 2022

City of Madison
Department of Planning, Community and Economic Development
Community Development Division
Madison, WI 53703

Re: Letter of Commitment for the City of Madison Adult Employment Services

Dear Community Development Division,

We are the employer representatives on the Latino Academy of Workforce Development (LAWD) Workforce Advisory Council and are submitting this letter to express our strong commitment in continuing to partner with LAWD so that we can connect with more qualified and well-prepared Madison workforce candidates in this tight labor market.

Our commitment to working with LAWD is based on three core strengths in the Latino Academy approach:

1. Latino Academy provides the region's only bilingual and culturally competent GED and industry-specific training programs, bringing more of Madison's untapped talent into the job market;
2. Latino Academy has over a decade of experience in adult employment services. LAWD supports and engages its students for strong completion outcomes and continues to connect with its graduates as they transition into the workplace. This provides an important point of contact for us as employers;
3. Latino Academy places workforce development and strong employer relations at the core of its work. As employers, we inform program practices and incorporate concrete job site experiences into the training.

Like Latino Academy, we recognize that job candidates and employees often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. Latino Academy resource navigators and workforce coaches provide the supportive and responsive services that graduates need to advance towards their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

We look forward to collaborating with you on these programs.

Sincerely,

Workforce Advisory Council Members:

Bree Pizano
QTI Group

Dena Gullickson
Stevens Construction Corp

Elizabeth Roddy
Associated Builders and Contractors of Wisconsin

Saul Castillo
Wisconsin Laborers

Rosi Monsibais
Uniek

Sheila Schultz
Attic Angel Community

Kevin Foley
Madison College

Jeff Lemirande
Lycon, Inc.

Lori Sheets
Quartz Benefits



August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

We are pleased to confirm our ongoing partnership with the Latino Academy of Workforce Development and provide this letter of commitment for the City of Madison Adult Employment Services Program application.

We have collaborated with the Latino Academy of Workforce Development for over a decade on developing and implementing culturally competent, bilingual education and workforce training programs. Our most recent collaboration is with the successful Bilingual Manufacturing Program. Our close collaboration is necessary for meeting program placement and assessment requirements in the many Industry-Specific Training Programs, and for measuring performance standards in the Manufacturing, ESL, pre-GED and GED programs.

This is a critical partnership for reaching Madison's Latinx residents and increasing enrollments in education and industry-specific training programs. We depend on Latino Academy's culturally and linguistically competent supportive services and outreach that keep Latinx students on track to find and obtain jobs that pay family-sustaining wages. In addition, we will share student performance data on the Madison residents served through this program and work with Latino Academy on ways to improve program outcomes that lead to better work and life opportunities.

We look forward to working with you in this collaborative effort.

Sincerely,

Angela Fitzgerald
Madison College

August 17, 2022

Baltazar De Anda Santana

Executive Director

Latino Academy of Workforce Development

1917 Lake Point Drive

Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program



Dear Baltazar,

We are pleased to confirm our ongoing partnership with the Latino Academy of Workforce Development and provide this letter of commitment for the City of Madison Adult Employment Services Program application.

We have collaborated with the Latino Academy of Workforce Development for over a decade on developing and implementing culturally competent, bilingual education and workforce training programs. Our close collaboration is necessary for meeting program placement and assessment requirements in the many Industry-Specific Training Programs, and for measuring performance standards in the ESL, pre-GED and GED programs.

My specific area of partnership with Latino Academy is in providing support and services for early childcare educators to earn certification and the necessary credentials to be a recognized accredited provider. The accreditation is a requirement for childcare support funding and we rely on Latino Academy to help us reach bilingual providers.

This is a critical partnership for reaching Madison's Latinx residents and increasing enrollments in education and industry-specific training programs. We depend on Latino Academy's culturally and linguistically competent supportive services and outreach that keep Latinx students on track to find and obtain jobs that pay family-sustaining wages. In addition, we will share student performance data on the Madison residents served through this program and work with Latino Academy on ways to improve program outcomes that lead to better work and life opportunities.

We look forward to working with you in this collaborative effort.

Sincerely,

A handwritten signature in black ink that reads "Shana LaFore". The signature is written in a cursive, flowing style.

Shana LaFore

Madison College



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

The Orgullo Latinx LGBT+ welcomes the Latino Academy of Workforce Development's inclusive approach and shared commitment to build a safe, equitable, socially just place for the Latinx LGBT+ community in Dane County where the LGBT+ community can thrive. We write the letter of commitment to support your application for the City of Madison Adult Employment Services and the Emerging Young Adult employment programs and we will work with you to reach the communities we serve.

Specifically, here are the ways that we commit to working together:

- Creating awareness through LAWD education and training programs about the barriers faced by the LGBT+ Latinx community in Dane County.
- Expanding our outreach to our members about LAWD programs and services and encouraging their participation;
- Engaging LAWD employer partners to cultivate workplaces of equality, respect, and dignity.
- Strengthening our partnerships with allies, families and community groups and connecting them to Latino Academy services.

We will work together with Latino Academy to proactively address barriers that prevent students from pursuing their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these individuals over the long haul.

Because of Latino Academy's demonstrated success with adult education programming, we are excited to extend our partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. Young adults we've connected with have been deeply impacted by pandemic closures and disruption. The mental health resources in the Latino Academy program are especially needed. The Latino Academy's deep connections in the community will offer needed outreach and

engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

Diego Campoverde
Orgullo Latinx LGBT+



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

We are pleased to affirm our ongoing partnership with the Latino Academy of Workforce Development and provide this letter of commitment for the City of Madison Adult Employment Services Program application. Sustain Dane is a nonprofit organization committed to accelerating equity and sustainable actions for community wellbeing. In partnership with Latino Academy, we provided technical assistance to Latino and other underrepresented Madison residents in the Contractor Accelerator Program earlier this year. This is an innovative national program that engages more small businesses and workforce development organizations in the rapidly increasing energy efficiency and solar energy job market. We are committed to continue this work with Latino Academy in Madison.

Specifically, here are the ways that the Contractor Accelerator Program supports Madison's Latino and BIPOC workers who want to tap into this growing job market:

- Weekly group classroom training (both in-person and virtual)
- One-on-one collaboration with each contractor to develop a growth plan tailored to their business and individual needs
- Support and training covering accounting, branding, marketing, accessing capital, hiring talent, technical skills training, obtaining diversity certifications, and more
- Mentorship opportunities with local businesses
- Access to professional networks job opportunities
- Guides students step-by-step through the ways that they can find contracts and plug into the growing demand for installations and energy unit conversions.

We develop networks of support for people who have traditionally been underserved or left out of the clean energy economy. Our collaboration with Latino Academy is a critical connection to the students they serve and enables us to provide access to training, resources, and jobs to ensure an equitable, inclusive, and high-caliber clean energy workforce. In addition, we will support efforts to share data on the numbers of Madison residents served through this program and insights on ways to improve program outcomes. We look forward to working with you in this collaborative effort.

Sincerely,

A handwritten signature in cursive script, reading "Claire Schaefer Oleksiak".

Claire Schaefer Oleksiak
Sustain Dane



August 17, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment for the City of Madison Adult Employment Services Program

Dear Baltazar,

We are pleased indicate our interest in an expanded partnership with the Latino Academy of Workforce Development. This is based on Latino Academy's demonstrated success in providing the education and workforce training skills to Madison's Latinx and other underserved community members, along with the soft skills coaching that produce strong candidates for our many employment opportunities.

In this collaboration, we will explore the following:

- Ongoing coordination with Latino Academy's workforce coaches to identify high-need job openings that require short-term or on-the-job training;
- Advisory assistance on resume, interviewing and soft skill support from Latino Academy so that candidates can secure employment quickly;
- Active involvement on the Latino Academy Workforce Advisory Council to ensure that new employees are fully supported linguistically and culturally in their onboarding experiences;
- Coordination with the Latino Academy staff to develop and implement retention and career advancement strategies.

We look forward to working together to explore this collaborative effort.

Sincerely,

Juli Aulik (electronically)

Juli Aulik
Community Relations Director
UW Health



August 18, 2022

Baltazar De Anda Santana
Executive Director
Latino Academy of Workforce Development
1917 Lake Point Drive
Madison, WI 53713

Re: Letter of Commitment and MOU for the City of Madison Adult Employment Services & Emerging Young Adult Employment Program

Dear Baltazar,

The Vera Court Neighborhood Center strongly supports the Latino Academy of Workforce Development's applications for funding through the City of Madison Adult Employment Services Program and the Emerging Young Adult Employment Program. The Latino Academy started in 2011 as a program within Vera Court and we continue to collaborate closely in serving the youth and adults of Madison's Northside.

Since our start in 1994, the Vera Court Neighborhood Center has listened to and responded to the interests and needs of our residents. Through our strong relationships with area employers, community nonprofits and Madison's schools, we touch about 5,000 lives annually. Our center is open to all and we work to provide a welcoming space to youth, adults and families. Our organization looks for partner agencies that can extend our reach and our capacity to serve our mostly lower-income population with education and training opportunities.

With support from these grants, Vera Court will be able to work more closely with Latino Academy and better serve our large numbers of Latino clients. Specifically, here is how we will support this effort:

- Promote education and workforce training opportunities with our populations and facilitate enrollment;
- Share our facilities for ESL, GED, computer classes, financial education and other LAWD trainings. Our center is situated within the neighborhood and is conveniently located and accessible.
- Provide office space to LAWD staff for employment support services
- Share resource information with LAWD's resource navigators and connect our residents to these staff for assistance.

In exchange, we understand that Latino Academy will provide Vera Court Neighborhood Center participants with the following:

- LAWD will provide ESL, GED, computer classes, financial education and other workforce services;
- LAWD will provide Vera Court clients with job search, resume development, interview practice and other employment support;
- LAWD resource navigators will assist Vera Court clients with finding and accessing childcare, transportation, basic needs and other needed services.

Like Latino Academy, we recognize that our community members often face multiple challenges with childcare, program flexibility, transportation and meeting basic needs. We will work together with Latino Academy and their students to proactively address these barriers and keep students on their self-identified pathways towards achieving their career goals. These pathways are often not direct and continuous and we need a partner like Latino Academy who continues to connect with and support these candidates over the long haul.

Because of this demonstrated success with adult education programming, we are excited to extend our





partnership in support of Latino Academy's innovative approach to serving the emerging young adult population. We have seen first-hand the impact of remote schooling and pandemic closures on our young adults and commend the City of Madison for focusing new resources to serving this population. The Latino Academy's deep connections in the community will offer needed outreach and engagement with this young adult population.

We look forward to collaborating with you on these programs.

Sincerely,

Thomas Solyst
Executive Director
Vera Court Neighborhood Center

