



Employment and Career Development Services 2026 Request for Proposal (RFP) Organization Narrative Form

Submit Application to: cddapplications@cityofmadison.com

Deadline: 4:30PM August 3rd, 2026

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

The intent of this RFP application is for applicant organizations to have the opportunity to apply for funding towards programs/services under the umbrella of the Employment and Career Development Service Area in the Community Resources Unit. There are four priority areas in the Employment RFP, one of which has 2 sub-areas:

- Youth Employment
 - Programs and Services
 - Wanda Fullmore Internship
- Young Adult Employment- Programs and Services
- Adult Employment- Programs and Services
- Southwest Madison Employment Center Operator

Organizations can apply for each program type. Please refer to the RFP guidelines for full program type descriptions.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

Do not attempt to unlock/alter this form. The font should be no less than 11 pt.

If you need assistance related to the content of the application or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager yshelton-morris@cityofmadison.com or Community Development Specialist Dominic Davis ddavis2@cityofmadison.com. We are committed to assisting interested organizations in understanding and working through this application and funding process.

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 Madeline Bohrod – mbohrod@cityofmadison.com.

APPLICANT TYPES

Every organization applying for funding **must submit an organizational history narrative per program** detailing their organization's background, mission, and vision (Questions 1-4 below).

SINGLE APPLICANTS

If your organization is applying for multiple programs, **each program application must be submitted separately with all the required submission documents** (See RFP Guidelines, Required Information and Content of Proposals).

JOINT/MULTI-AGENCY APPLICANTS

For those choosing to submit a joint/multi-agency proposal, **only** the designated **LEAD Agency** is required to:

- 1) Complete and submit responses to questions 5-9 below pertaining to organizational history and mission statement, partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships.
- 2) Submit the organizations' history partnership narrative per priority area or program type.

Part 1 - Organization Narrative Form

***Note: Please use the grey text boxes when completing this form**

Legal Name of Organization:	Latino Academy of Workforce Development, Inc	Total Amount Requested:	\$ 200,000
All program(s) connected to your organization:	Program Name: Education Pathways Amount Requested: \$ 40,000 Applicant Type: Single Agency Application Program Type: Adult Employment- Programs & Services List Program Partner(s) (if applicable):		
	Program Name: Workforce Pathways Amount Requested: \$ 160,000 Applicant Type: Single Agency Application Program Type: Adult Employment- Programs & Services List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item.		
	Program Type: Choose an item. List Program Partner(s) (if applicable):		
	Program Name: Amount Requested: \$ Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable):		
	<i>If you are applying for more than four programs, please contact Dominic Davis Ddavis2@cityofmadison.com</i>		
	Contact Person for application (Joint Applications - Lead Org):	Nydia Martinez	Email: Nydia@latinoacademywi.org

Organization Address:	2909 Landmark Pl. Suite 203, Madison, WI 53713	Telephone:	(608) 310-4573
501 (c) 3 Status:	☒ Yes ☐ No	Fiscal Agent (if no)	

Single and Lead Agency Qualifications: Complete this section if you are applying as a SINGLE AGENCY or serving as the LEAD AGENCY in a joint/multi-agency application.

- 1. Briefly describe your organization's history, core mission, and experience providing services relevant to this proposal.** If applicable, highlight any work related to employment and career development, or serving the proposed population. Please keep your response concise (approximately 1–2 paragraphs).

The Latino Academy of Workforce Development (LAWD) was founded in 2011 to address educational, workforce, and economic disparities affecting Latino and immigrant communities in Dane County. Originally established as a program of Vera Court Neighborhood Center under the leadership of Baltazar De Anda Santana, LAWD began by offering computer literacy, English as a Second Language (ESL), workforce readiness, and employment services before expanding to include GED/HSED preparation. A major milestone came in 2016 with the launch of a pilot Commercial Driver's License (CDL) training program in partnership with Dane County Executive Joe Parisi and the Urban League of Greater Madison. In 2022, LAWD became an independent 501(c)(3) nonprofit and relocated to its current facility at 2909 Landmark Place, expanding classroom space and educational offerings. The following year, U.S. Senator Tammy Baldwin secured \$2 million in federal funding to grow the organization's CDL program, allowing LAWD to expand its training fleet, hire additional instructors, and significantly increase capacity. Under the leadership of Executive Director Dr. Nydia Martinez, who joined the organization in 2024, LAWD has broadened its focus to include digital literacy, entrepreneurship, and stronger partnerships with employers, educational institutions, corporations, foundations, and community organizations.

Today, LAWD is the region's only Latino-led workforce development organization focused on the skilled trades and the only nonprofit operating a CDL training program. Serving more than 2,500 individuals annually, it provides culturally and linguistically responsive education, industry-recognized credentialing, career navigation, and entrepreneurship training that prepare participants for family-sustaining careers and business ownership. Through strong partnerships with employers, Madison College, workforce agencies, and community organizations, LAWD helps address critical workforce shortages in transportation, construction, manufacturing, hospitality, and other high-demand industries while expanding economic opportunity for Latino and immigrant residents. By strengthening talent pipelines, supporting entrepreneurship, and connecting underserved populations to education and employment, LAWD plays a vital role in advancing Madison's economic growth, workforce competitiveness, and long-term prosperity.

- 2. Describe your organization's experience implementing programming aligned with the Employment Services and Career Development RFP Guidelines.** Please include specific examples relevant to the programs proposed in this application. If applicable, list all the current Employment programs your organization operates, along with their inception dates.

Latino Academy's programming has operated for over a decade using a process that includes core components the RFP identifies as required for Adult Employment services: structured intake and assessment, asset-based curriculum tied to transferable skills, coordinated employer and community partnerships, and post-placement follow-up support.

These practices have produced measurable outcomes: a 95% program completion rate, 80% credential attainment rate, and 70–75% of participants reporting employment advancement following program engagement.

Our current adult employment programs are:

- HSED/GED preparation, including Spanish-language GED instruction, operating since 2011
- ESL and digital literacy instruction, operating since 2011
- Commercial Driver's License (CDL) training / Regional Transportation Training Center, launched XXXXXXX
- Bilingual construction and hospitality certification programs, operating since XXXXX
- Pre-apprenticeship construction training, expanded 2026
- Career coaching, job readiness, and job placement support, integrated since 2011.

3. Describe any significant changes or shifts at your agency in the past two years: This may include changes in leadership, turnover of management positions, strategic planning efforts, or expansion/loss of funding and/or staff. Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

In 2024, Nydia Martinez became Executive Director, succeeding founding leader Baltazar De Anda Santana, who led the organization's transition to independent 501(c)(3) status in 2022 and its move into a larger headquarters facility on Landmark Place. This leadership transition has coincided with continued organizational growth: we received Congressional support to scale our commercial driver's license training pathways, supporting a growing base across South-Central Wisconsin and we received a \$300,000 grant from Ascendium Education Group to expand state-certified pre-apprenticeship programming in construction, among other supports that bolster our operations and programming. Our board and administrative structure have remained substantially consistent and stable throughout, providing continuity in fiscal oversight and program delivery even as we've expanded capacity.

4. Describe any anticipated changes or shifts at your agency in the next two years. Please describe how these changes may impact your agency's ability to provide the proposed services. If there are no changes to the report, write "No Changes."

In May 2027, the Latino Academy will complete a \$2 million federal grant that expanded its Commercial Driver's License (CDL) training program. The loss of this funding will reduce the organization's annual budget by \$800,000. To prepare for this change, LAWD has been expanding partnerships with foundations, corporations, and individual donors while pursuing new public and private grant opportunities and diversifying its funding base.

5. Describe your organization's required qualifications, education, and training for program staff.

Include how your organization supports staff in meeting these requirements and any ongoing professional development opportunities offered (e.g., trauma-informed care, culturally responsive services, etc.).

Latino Academy does not require formal academic credentials for most direct-service roles, and takes a competency-based approach to hiring and promotion. Supervisors and program leadership are hired on the basis of demonstrated subject matter expertise and leadership skills. Where a role requires a specific technical qualification, such as CDL instruction or GED test administration, staff hold the applicable state or industry certification. Community-facing staff are hired for demonstrated ability to build trust and communicate effectively across the diverse backgrounds of the residents we serve. Program staff must be bilingual and bicultural, with the lived experience or professional background to engage authentically with immigrant, low-income, and multilingual adult learners navigating unfamiliar system. Many of our staff share the immigrant and English-language-learner experience of the participants they support. All new staff complete an in-house onboarding and training process before working independently with participants, covering our

intake and assessment procedures, program curricula, and organizational standards for culturally and linguistically responsive service delivery.

Joint/Multi-Agency Qualifications: *Fill out if you are **THE LEAD AGENCY** in the Joint/Multi-Agency Application **ONLY***

Program name:

Program type: Choose an item.

List all joint or partner applicants involved in this program and include their website links (for reference to their mission and vision statements)

- 6. Provide an overview of your organization's partnership history with the collaborating agency or agencies.**
When and how did the partnership(s) begin, and what collaborative initiatives or projects have you worked on together in the past?
- 7. Explain the rationale for partnering with the agency or agencies identified in this application.**
What unique strengths or resources does each organization contribute, and how do these assets complement one another in achieving the goals of the proposed program?
- 8. Describe how roles and responsibilities will be divided between your organization and the collaborating agency or agencies in the proposed program.** How will each partner contribute to program design, implementation, and evaluation?
- 9. Outline any anticipated challenges or barriers related to the partnership and describe how you plan to address them collaboratively.**
- 10. If applicable, describe any past collaborations your organization has had with agencies providing Employment Services.** What lessons or insights did you gain from those experiences and how will they inform you in your approach to the current partnership?



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Program Narrative Form **MUST be completed for EACH PROGRAM** for which you are asking for funds.

JOINT/MULTI-AGENCY APPLICANTS

Only the designated '**LEAD AGENCY**' is required to submit the Program Narrative form on behalf of each of the identified partners listed in the application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to **Part 1 - Organization Narrative, Part 2 - Program Narrative(s), and Part 3 - Budget Workbook** **will not be considered in the evaluation of this proposal.**

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Part 2 - Program Narrative Form

Program Name:	Workforce Pathways	Total Amount Requested for this Program:	\$ 160000
Legal Name of Organization:	Latino Academy of Workforce Development, Inc.	Total amount Requested for Lead/Single Applicant	\$ 200000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):		Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact: Lead Organization Contact	Dr. Nydia Martinez	Email: nydia@latinoacademywi.org	Phone: 608-310-4573
Program Type: Select ONE Program Type for this form.			
☐ Youth Employment- Programs and Services ☐ Youth Employment- Wanda Fullmore Internship ☐ Young Adult Employment- Programs and Services ☒ Adult Employment- Programs and Services ☐ Southwest Madison Employment Center Operator PLEASE NOTE: Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.			

1. PROGRAM OVERVIEW

- A. Need: What specific need(s) in the City of Madison does this program aim to address? Please cite the data or community input used to support your response.

The Workforce Pathways Program addresses persistent barriers to employment experienced by adults living in the City of Madison's Employment and Career Development Equity Priority Areas, particularly individuals with limited English proficiency, limited digital skills, and a lack of industry-recognized credentials

Despite strong demand for workers across nearly every industry, many residents remain disconnected from family-sustaining employment. According to the Wisconsin Department of Workforce Development's 2025 Dane County Workforce Profile, reducing barriers to employment is a key workforce priority. In addition, nearly 26,000 Dane County households include someone with limited English proficiency, creating significant challenges in navigating hiring systems, credentialing requirements, and workplace expectations. While Dane County employers face ongoing workforce shortages, a family of four needs \$92,557 annually to achieve self-sufficiency, highlighting the importance of connecting residents to higher-wage career pathways.

The proposed program is informed by ongoing input from participants, employers, and community partners. Through Career Coaches, Personal Education Plans (PEPs), employer engagement, and partnerships with organizations such as the Latino Chamber of Commerce, Urban League of Greater Madison, WRTTP | BIG STEP, Operation Fresh Start, Madison College, and regional workforce agencies, LAWD continuously identifies workforce needs, service gaps, and barriers to employment.

In response, Workforce Pathways expands access to employment readiness services, career navigation, job placement, career fairs, and industry-recognized credentials—including CDL, OSHA 10, Forklift, ServSafe, and Construction Pre-Apprenticeship—to help participants secure family-sustaining employment and advance their long-term economic mobility.

- B. Goal Statement: What is the overarching goal of your program in response to the identified need? How does this goal align with the scope, priorities, and desired outcomes described in the RFP guidelines?

The goal of LAWD's Workforce Pathways Program is to increase access to family-sustaining employment for adults in the City of Madison's Employment and Career Development Equity Priority Areas by reducing language, credential, and employment barriers. The program prepares participants for high-demand occupations through industry-recognized certifications, career navigation, employment readiness, and individualized job placement services.

This goal aligns directly with the City's Employment and Career Development priorities by expanding access to workforce opportunities for historically underserved populations, strengthening employer talent pipelines, and supporting participants in obtaining, retaining, and advancing in employment. By integrating career coaching, employer engagement, industry-recognized credentials, and direct employment services into a single continuum, the program advances the RFP's goals of economic mobility, workforce equity, and long-term career success.

- C. Program Summary Briefly summarize your proposed program, including the population served, core services or activities, where and how services will be delivered, and key expected outcomes. This should provide a high-level snapshot of the program.

The Latino Academy of Workforce Development (LAWD) proposes to provide Workforce Pathways services to approximately 200 adults seeking employment or career advancement, with priority given to residents of the City of Madison's Employment and Career Development Equity Priority Areas. The program serves adults facing barriers to employment, including limited English proficiency, limited digital skills, and a lack of industry-recognized credentials.

Services will be delivered primarily at LAWD's Landmark Place facility through classroom instruction, hands-on training, individualized career coaching, employer engagement, career fairs, and community outreach. Participants will complete a Personal Education Plan (PEP) and receive employment readiness services, career navigation, job placement assistance, and follow-up support for up to 12 months after employment. Workforce training includes industry-recognized certifications such as Commercial Driver's License (CDL), OSHA 10, Forklift, and ServSafe, as well as Construction Pre-Apprenticeship.

The program is expected to increase credential attainment, employment placement, job retention, and career advancement while strengthening employer access to a skilled, diverse, and job-ready workforce.

2. POPULATION SERVED

- A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how has your org/agency engaged members of this population in designing, informing, developing, implementing the proposed program?

This program serves adults age 18 and older across Greater Madison who face barriers to stable, family-sustaining employment as a result of limited English proficiency (LEP), low literacy, immigration-related barriers, and unfamiliarity with U.S. hiring and credentialing systems. The program is open to and serves adults from any background who face these barriers, though LAWD developed specific strategies and expertise rooted in past work with spanish-speaking, Latino and immigrant communities.

Latino Academy's program design is informed by continuous, direct engagement with this population rather than a one-time needs assessment. Staff and instructors are embedded in the community daily and regularly gather informal qualitative feedback from students, employers, and job seekers. Classroom observations, survey notes, and instructor debriefs translate directly into continuous program improvement. When larger shifts in curriculum or services are being considered, LAWD convenes community members to discuss needs directly. This ongoing feedback loop has directly shaped the Adult Employment program proposed here, from curriculum content to service delivery, it reflects what students and employers are actually seeking.

- B. 2024 Participant Demographics: If your organization has offered similar or related programming in 2024, please provide available demographic data for participants served. This can include data collected through formal programs, pilot efforts, or community-based work—even if it was not funded by the City. If exact numbers are not available, please provide your best estimates and briefly note how the data was gathered (e.g., intake forms, surveys, observations). If you are a new applicant and do not yet have demographic data, please indicate that below.

Race	# of Participants	% of Total Participants
White/Caucasian	628	64
Black/African American	143	15
Asian	2	<1
American Indian/Alaskan Native	6	<1
Native Hawaiian/Other Pacific Islander	6	<1
Multi-Racial	59	6
Balance/Other	189	20
Total:	978	
Ethnicity		
Hispanic or Latino	741	76
Not Hispanic or Latino	178	7
Total:	978	
Gender		
Man	625	64
Woman	345	35
Non-binary/GenderQueer	1	<1
Prefer Not to Say	7	<1
Total:	978	

Comments (optional): Demographic data is provided voluntarily and is not a reflection of all participants served by the Latino Academy.

- C. Language Access, Cultural Relevance: Please describe how the proposed program will serve non-English speaking youth, individuals, and families. Describe how the proposed program builds and sustains adequate access and cultural relevance needs.

Language access is a workforce strategy at the Latino Academy of Workforce Development (LAWD), not a separate service. The Workforce Pathways Program is delivered bilingually in English and Spanish by bilingual and bicultural staff, many with lived experience as immigrants or English language learners. Participants receive career coaching, workforce training, enrollment assistance, and employment services in their preferred language, reducing one of the greatest barriers to employment.

LAWD provides individualized support to help participants navigate job applications, credentialing requirements, employer communications, and other workforce systems that can be difficult to access for individuals with limited English proficiency. Industry certification programs incorporate language-appropriate instructional supports to ensure participants understand technical vocabulary, workplace expectations, and safety requirements.

Participants who need additional foundational skills are seamlessly connected to LAWD's Adult Education programs, including ESL, GED/HSED preparation in English and Spanish, the area's only Spanish Literacy program for adults, Digital Literacy, and AI workshops. This integrated model allows participants to strengthen their education while preparing for employment rather than navigating multiple service providers.

Employment services include bilingual résumé development, interview preparation, career fairs, employer referrals, individualized job placement, and up to 12 months of follow-up support to promote job retention and career advancement. Outreach is conducted through trusted community organizations, employers, faith communities, and participant networks to ensure non-English-speaking individuals and families can access culturally responsive services that lead to long-term economic mobility.

D. Recruitment and Engagement Strategy:

i. Recruitment & Outreach:

How does your program plan to recruit and reach members of the identified service population? Please describe any community outreach strategies, partnerships, or referral pathways you will use.

Latino Academy has built an extensive, organic network of community referrals and supports, rooted in over a decade of presence and performance. Referrals flow from partnerships with Madison College, United Way, the Urban League of Greater Madison, Centro Hispano, the African Community and Cultural Center, the Workforce Development Board of South-Central Wisconsin, the Dane County Highway Department, Operation Fresh Start, Literacy Network, and others agencies who share our mission. LAWD also conducts direct outreach through Spanish-language media, including La Movida, and social media, and benefits from significant word of mouth recruitment. Because LAWD is embedded in the community, many participants arrive through referrals from friends, family, and program alumni rather than formal recruitment campaigns.

ii. Addressing Barriers to Participation:

What specific barriers to participation (e.g., transportation, scheduling, language, trust) might the population face, and how does your program plan to address them?

LAWD recognizes that many participants face multiple barriers to employment beyond a lack of skills or credentials. Common challenges include limited English proficiency, transportation, work and family obligations, limited digital literacy, financial constraints, and unfamiliarity with workforce systems.

The Workforce Pathways Program addresses these barriers through bilingual, bicultural staff who provide individualized career coaching and employment services in English and Spanish. Staff help participants navigate job applications, credentialing requirements, and other workforce systems while building trust through culturally responsive, relationship-based support.

Programs are delivered at LAWD's centrally located Landmark Place facility, which is accessible by Madison Metro Transit. Career coaching and program participation are flexible whenever possible to accommodate work and family responsibilities. Grant funding covers the cost of training and industry-recognized certifications, reducing financial barriers to participation.

Participants who need additional support are connected to LAWD's Adult Education programs, including ESL, GED/HSED, Digital Literacy, and AI workshops, as well as community partners that provide transportation assistance, childcare, food access, healthcare, and other wraparound services. This coordinated approach helps participants overcome barriers, remain engaged in training, and successfully transition into employment and career advancement.

iii. Enrollment & Engagement Approach:

Describe how participants will be enrolled and engaged in the program. Include any tools, processes, or approaches you will use that are responsive to the needs and preferences of the population served (e.g., Individual Service Plan (ISP), intake forms, assessment tools, culturally responsive practices).

Participants are recruited through community outreach, employer and partner referrals, workforce agencies, career fairs, social media, and self-referrals. Bilingual staff conduct intake and orientation in English or Spanish, ensuring participants understand program expectations and available services.

Enrollment begins with a comprehensive assessment of each participant's strengths, employment goals, work history, education, skills, and barriers to participation. Using a strength-based approach, staff develop an individualized Personal Education Plan (PEP) that outlines career goals, recommended training and certifications, supportive services, and action steps. Participants may be connected to career coaching, employment services, industry-recognized certifications, or LAWD's Adult Education programs—including ESL, GED/HSED, Digital Literacy, and AI workshops—to build the foundational skills needed for long-term success.

Each participant is assigned a Career Coach who provides individualized guidance throughout the program. The PEP serves as a roadmap to monitor progress, celebrate milestones, address emerging barriers, and adjust services as participants' needs and goals evolve. Staff maintain regular communication through participants' preferred methods, including phone, text, email, and in-person meetings.

LAWD's culturally and linguistically responsive model ensures services are delivered in English and Spanish by bilingual, bicultural staff who understand the experiences of immigrant and multilingual communities. Employer engagement is integrated throughout the program through hiring events, mock interviews, employer referrals, and direct job placement opportunities. Career Coaches continue providing follow-up services for up to 12 months after employment to support job retention, career advancement, and continued educational growth.

3. PROGRAM LOCATION, DESCRIPTION, AND STRUCTURE

- A. Activities: Describe your proposed program activities. Please be sure to specify your program type, i.e. shelter services, workshops, helplines, classes, etc.,).

Latino Academy's Workforce Pathways program delivers a combination of classroom instruction, workshops, and one-on-one coaching. Core activities include:

Individualized employment services, short-term workforce training, and employer engagement activities designed to prepare participants for employment and career advancement. Services begin with intake, assessment, and development of a Personal Education Plan (PEP), which guides each participant's career goals, training activities, and employment plan. Participants receive one-on-one career coaching, employment readiness instruction, résumé development, interview preparation, job search assistance, and career navigation throughout the program.

Training activities include industry-recognized certifications such as Commercial Driver's License (CDL), OSHA 10, Forklift, and ServSafe, as well as Construction Pre-Apprenticeship training. Participants also have opportunities to connect directly with employers through career fairs, hiring events, and job placement services. Program coordinators provide follow-up support for up to 12 months after employment to promote job retention and career advancement. Services are delivered through classroom instruction, hands-on training, individualized coaching, and employer engagement activities at LAWD's Landmark Place facility and other community locations as appropriate.

All activities are available bilingually and coordinated so participants can progress through multiple programs (for example, from ESL or GED into industry certification or CDL training) based on student career goals.

- B. Employment and Career Development Equity Areas: Describe your agency's ability to serve one or more of the equity areas highlighted in [Appendix A: Employment and Career Development Equity Area Map](#). Your agency does NOT need to be located within an equity priority area however you should address and how you will serve individuals in the areas. Please include the general location (use a nearby landmark like a school, streets, neighborhood name, etc.). How will residents in these areas access transportation if needed?

Latino Academy is located at 2909 Landmark Place, near the South Towne/Fish Hatchery Road corridor in Madison, directly adjacent to several Low High School Graduation Priority Areas (green) south of Lake Monona and near the Fitchburg border, and within reach of Combined and Core Priority Areas elsewhere in the city. Our location places us within or immediately bordering multiple designated equity priority areas, and we are accessible by primary roads and bus routes serving the South Towne and Fish Hatchery corridors.

Beyond physical proximity, LAWD serves participants from across the City of Madison and beyond, many of whom travel specifically to access linguistically and culturally appropriate training not available elsewhere. Equity priority areas on this map are geographic, but the communities LAWD serves are often best understood as close-knit and relational rather than strictly bound by neighborhood lines. Trust, language access, and shared experience create access in ways that complement geographic proximity. LAWD's reach into all designated equity areas is achieved by physical location, by trusted networks, and via direct transportation support for students who need it.

- C. Program/Service Schedule and Location: Please fill out the charts below to describe the schedule for your proposed program or service, including days and hours that services, classes, workshops, or other activities will be operating (if your staff operates during varied hours, please give your best overview of when your staff are interacting with clients).
- i. If your program operates at **multiple locations** with the **same schedule**, please list all locations TOGETHER in **TABLE 1** and include the schedule of operation
 - ii. If your program operates at **multiple locations** with **different schedules**, use **TABLE 2 in addition** to table 1 to detail each location's unique schedule
 - iii. If you are submitting a JOINT/MULTI-AGENCY application:
 - a) Use **TABLE 1**, if the service operates at **multiple locations** with the **same hours** (Please list all locations)
 - b) Use **TABLE 2**, in addition to table 1, if the service is operating at **multiple locations** with **different hours**

Table 1:

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	9:00 AM	5:00 PM
Tuesday	9:00 AM	5:00 PM
Wednesday	9:00 AM	5:00 PM
Thursday	9:00 AM	5:00 PM
Friday	9:00 AM	5:00 PM
Saturday	9:00 AM	1:00 PM
Sunday	Choose an item.	Choose an item.

**If hours are different than those listed, please use rows below drop-down list*

Table 2: (Optional/if needed)

PROGRAM LOCATION(s):		
Day of the Week	Start Time	End Time
Monday	Choose an item.	Choose an item.
Tuesday	Choose an item.	Choose an item.
Wednesday	Choose an item.	Choose an item.
Thursday	Choose an item.	Choose an item.
Friday	Choose an item.	Choose an item.
Saturday	Choose an item.	Choose an item.
Sunday	Choose an item.	Choose an item.

****If hours are different than those listed, please use rows below drop-down list***

If applicable, please list the third and any subsequent service locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above:

4. ENGAGEMENT COORDINATION AND COLLABORATION

- A. Family Engagement: Describe how your program engaged youth, individuals, and families in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Although Workforce Pathways serves adults, family engagement plays an important role in participant success and informs program design. Many participants balance work, childcare, and other family responsibilities, so feedback from participants and their families helps shape program schedules, wraparound supports, and service delivery.

Since its founding, LAWD has been committed to developing programs in partnership with the community it serves. Program design is informed by ongoing participant feedback gathered through Career Coaches, Personal Education Plan (PEP) reviews, surveys, classroom observations, and informal conversations. Many of LAWD's workforce, adult education, digital literacy, and entrepreneurship programs have evolved in response to participant-identified needs for bilingual services, industry-recognized credentials, individualized career coaching, stronger employer connections, and continued support after employment.

Participants remain actively engaged throughout implementation by regularly reviewing their PEPs with Career Coaches, identifying barriers, and providing feedback that informs program improvements. LAWD also incorporates input from employers, community partners, and families to ensure services remain culturally responsive, responsive to changing workforce needs, and aligned with participants' goals for long-term economic mobility.

- B. Neighborhood/Community Engagement: Describe how your program engaged neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

LAWD's community engagement is embedded in our daily operations rather than treated as a one-time proposal development activity. As a trusted community-based organization, we maintain ongoing relationships with neighborhood organizations, employers, educational institutions, workforce agencies, and community partners that continuously inform program design and implementation.

This proposal reflects ongoing input from partners including the Workforce Development Board of South Central Wisconsin, Latino Chamber of Commerce of Dane County, Urban League of Greater Madison, WRTP | BIG STEP, Operation Fresh Start, Centro Hispano, Catholic Multicultural Center, and other organizations serving many of the same populations. These partnerships help identify emerging workforce needs, coordinate referrals, reduce service duplication, and strengthen career pathways throughout the community.

LAWD also engages neighborhood residents through community events, resource fairs, hiring events, and outreach activities, providing regular opportunities to understand barriers to employment and gather feedback. Employer partners contribute input on hiring needs, industry trends, and workforce expectations to ensure training remains aligned with labor market demand.

Throughout the grant period, community partners will support implementation through participant referrals, coordinated supportive services, joint outreach, and employment opportunities. Feedback from participants, neighborhood residents, employers, and partner organizations will be used to continuously improve outreach, strengthen partnerships, refine programming, and ensure services remain responsive to community needs and advance long-term economic mobility.

C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

Note:

- Single applicants **MUST** list all partners/collaborators below and include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.
- Joint Lead applicants **MUST** include the program partners list, their role & responsibilities, contact person, and attach a Memorandum of Understanding MOU.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
WISCONSIN LABORERS' APPRENTICESHIP AND TRAINING FUND	WLTC will support LAWD's Workforce Pathways program by providing construction career pathway expertise, pre-apprenticeship training support, participant referrals, and connections to union apprenticeship and skilled trades opportunities. Through its partnership with LAWD, WLTC helps prepare participants for construction careers, supports employer engagement, and participates in LAWD job fairs to connect participants with employment and apprenticeship opportunities.	Saul Castillo	Yes

United Way of Dane County	United Way of Dane County will support LAWD's Workforce Pathways program by strengthening community resource connections, referral pathways, and coordination with local service providers. As a longstanding partner and agency member, United Way helps LAWD connect participants to supportive resources such as transportation, childcare, food access, healthcare, housing, and other community-based services that reduce barriers to program participation and employment. This partnership enhances LAWD's ability to provide holistic, coordinated support that helps participants remain engaged in training and successfully transition into employment.	Angela Jones	Yes
Associated Builders & Contractors of Wisconsin	Associated Builders & Contractors of Wisconsin (ABC of Wisconsin) will support LAWD's Workforce Pathways program by strengthening construction career pathways through employer engagement, apprenticeship awareness, industry collaboration, and skilled trades outreach. ABC of Wisconsin will help connect participants with member contractors, provide industry insight on workforce needs and jobsite expectations, and support participant preparation for successful careers in construction and related skilled trades.	Elizabeth Roddy	Yes
Workforce Development Board of South Central Wisconsin	Workforce Development Board of South Central Wisconsin partners with the Latino Academy of Workforce Development to expand workforce opportunities for individuals facing barriers to employment through participant referrals, employment services, skilled trades initiatives, and collaborative grant efforts. The Board works with LAWD to strengthen regional career pathways, align workforce strategies with employer needs,	Seth Lentz	Yes

	and increase access to education, training, and employment opportunities for job seekers throughout South Central Wisconsin.		
Cru Concrete	Cru Concrete partners with the Latino Academy of Workforce Development to expand career pathways into the construction industry by providing employer engagement opportunities, including career fairs, jobsite visits, benefits education, informational sessions, and participation in the Construction Pre-Apprenticeship Program. The company supports workforce development by offering work-based learning opportunities, considering qualified program participants for employment, and collaborating with LAWD to align training with industry workforce needs. Cru Concrete also provides ongoing employer feedback to strengthen career pathways and improve participant outcomes.	Lizeth Marin Correa	Yes
Lycon, Inc.	Lycon Inc. partners with the Latino Academy of Workforce Development to strengthen Wisconsin's construction workforce through participant referrals, workforce training, hiring, and industry engagement. The company supports career pathway development by connecting participants to employment opportunities, providing employer insight into industry expectations, and collaborating with LAWD to prepare qualified candidates with the technical skills, professionalism, and workplace readiness needed for success.	Jeff Lemirande	Yes

List any additional partners, their role & responsibilities, contract person and MOU information (if applicable):

IBEW Local 159: Partners with the Latino Academy of Workforce Development to strengthen pathways into union construction careers by providing industry guidance, apprenticeship information, employer engagement, and connections to careers in the electrical trades.

Madison College: Collaborates with the Latino Academy of Workforce Development to expand access to postsecondary education, industry-recognized credentials, and career pathways through referrals, coordinated student support, and workforce training opportunities.

Madison Gas & Electric: partners with the Latino Academy of Workforce Development to deliver community education and outreach that improves energy literacy, promotes energy efficiency, and connects Spanish-speaking residents to available resources and assistance programs. MGE collaborates with LAWD to provide culturally and linguistically responsive education that strengthens community well-being and expands access to essential services.

Operation Fresh Start: Collaborates with the Latino Academy of Workforce Development through participant referrals, coordinated support services, and workforce development programming to help young adults overcome barriers and achieve education and employment goals.

Park Bank: partners with the Latino Academy of Workforce Development through volunteer engagement and community support. Bank employees regularly volunteer at LAWD's job fairs, career events, and other workforce initiatives, helping strengthen community connections and support participants as they pursue education, training, and employment opportunities.

Urban League of Greater Madison: Collaborates with the Latino Academy of Workforce Development to expand equitable access to education, workforce training, employment services, and career pathways through participant referrals, joint programming, and strategic workforce initiatives.

Wisconsin Literacy: Partners with the Latino Academy of Workforce Development to strengthen adult education and workforce readiness through collaboration, professional development, referrals, and initiatives that improve literacy and employment outcomes.

Wisconsin Technical College System: Collaborates with the Latino Academy of Workforce Development to align workforce training with industry needs by supporting credential attainment, educational pathways, and partnerships that prepare participants for high-demand careers.

Boys and Girls Club of Dane County: partners with the Latino Academy of Workforce Development to expand workforce development opportunities for young adults through collaborative program initiatives, career exploration, and pre-apprenticeship training in the skilled trades. The organization works with LAWD to provide hands-on learning experiences, develop technical and workplace readiness skills, and connect participants to apprenticeships and careers in high-demand industries.

How do these partnerships enhance this proposal?

These partnerships enhance the proposed project by aligning workforce training with employer demand, expanding participant access to education, support services, and career opportunities, and strengthening coordination across the regional workforce development system. Employer partners provide industry expertise, work-based learning opportunities, and hiring pathways, while education, community, and workforce organizations contribute participant referrals, supportive services, technical training, and collaborative program delivery. Together, these partnerships create an integrated network that increases participant success, responds to evolving labor market needs, and supports sustainable pathways to family-sustaining employment.

What are the decision-making agreements with each partner?

The Latino Academy of Workforce Development (LAWD) will serve as the lead applicant and will be responsible for overall project administration, fiscal management, compliance, participant eligibility, data collection, performance reporting, and program implementation. LAWD will coordinate partner engagement, facilitate communication, and ensure project activities remain aligned with grant objectives and performance outcomes.

Project partners will provide leadership within their respective areas of expertise. Employer partners will advise on workforce needs, emerging industry trends, training relevance, and employment opportunities. Education and training partners will collaborate on curriculum alignment, credential attainment, and participant success. Community- and workforce-based organizations will support outreach, participant referrals, supportive services, and coordinated case management as appropriate.

Partners will participate in regular communication and planning to review program progress, identify challenges, share labor market information, and recommend program improvements. Decisions related to participant services, partnership activities, and program enhancements will be made collaboratively whenever appropriate, while final authority for grant administration, fiscal oversight, compliance, and reporting will remain with LAWD as the lead agency. This structure ensures clear accountability while leveraging the expertise of each partner to achieve shared workforce development goals.

- D. Resource Linkage and Coordination: What resources are provided to youth, individuals, and families participants by your proposed program/service? How does the program coordinate and link participants to these resources?

When a participant engages with LAWD, staff members develop a Personal Education Plan (PEP) that outlines career goals, recommended trainings, and action steps. Additional to direct program services, our students often seek transportation assistance, childcare, food access, healthcare resources, and direct referrals to providers that support the students' ability to fully commit to programming for career advancement. LAWD connects participants to a variety of services through its vast community partner network. As a longstanding United Way of Dane County Agency member, LAWD has built a deep understanding of the resources available within the community. LAWD also coordinates directly with employer partners across construction, transportation, and hospitality sectors to connect program graduates to job openings, and maintain post-placement contact with participants as well as employers to support retention strategies. Participants seeking new employment opportunities are encouraged to participate in LAWD's monthly Career Fairs which directly connect them to employers who are actively hiring.

5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT

- A. Program Outputs – Please tell us how you are measuring your output data such as: unduplicated participants, program hours, program completion etc. Please see Guidelines for more examples.

LAWD tracks program outputs through a centralized participant data management system that records enrollment, attendance, training hours, program participation, credential attainment, program completion, and employment services. Each participant is assigned a unique record to ensure accurate unduplicated counts, and data are collected through intake forms, Personal Education Plans (PEPs), attendance records, instructor reports, certification records, and employment documentation.

Annually, LAWD expects to serve 285 unduplicated adults, including 110 participants in GED/HSED, 75 participants in ESL, and 100 participants receiving employment services. Additional outputs include the number of participants completing each program track, the total hours of workforce and training services delivered, and the number of industry-recognized credentials earned, with annual targets of 40 OSHA-10 certifications, 40 Forklift certifications, 20 CPR certifications, 40 Fall Protection certifications, 40 ServSafe certifications, 20 CDL permits or licenses, and 25 GED/HSED credential completions.

These measures enable LAWD to monitor participant engagement, program performance, and progress toward grant objectives while supporting continuous quality improvement.

- B. Program Outcomes

Please describe the data and the data source used to choose your outcome objectives:

Program outcomes were developed using labor market data, the Wisconsin Department of Workforce Development's 2025 Dane County Workforce Profile, City of Madison Employment and Career Development priorities, participant feedback, employer input, and LAWD's historical program performance. These data sources consistently identify the need to reduce barriers to employment, increase access to industry-recognized

credentials, strengthen job placement, and improve long-term economic mobility for adults facing employment barriers.

Primary outcomes include increased credential attainment, employment placement, job retention, career advancement, and participant progress toward family-sustaining employment. Outcomes will be measured through credential verification, employment documentation, follow-up with participants and employers, and ongoing review of each participant's Personal Education Plan (PEP). Data will be used to evaluate program effectiveness, monitor participant progress, and guide continuous improvement.

Please complete the table(s) with your selected outcome objectives. Applicants must choose from the measurable outcomes listed in the RFP that correspond to the priority area for which they are applying. Please see the “Measures of Success” section of the RFP guidelines for a list. Applicants may propose additional program-specific outcomes they plan to track and evaluate. **Note: Outcome EXAMPLE Objective is not required and is ONLY meant to serve as an example outcome to reference as you complete the other tables**

Outcome EXAMPLE Objective: 75% of program participants obtained an industry recognized certificate by end of program.				
Performance Standard	Targeted Percent	75%	Targeted Number	90 of 120 clients
	Actual Percent	78%	Actual Number	94 out of 120 clients
Measurement Tool(s) and Comments: Client exit survey				
Methodology: The primary measurement tool was an exit survey that used open-ended and multiple-choice prompts to allow participants to elaborate on their experiences. Surveys were distributed to all program participants at time of exit from services/at the point of program completion, surveys are voluntary and anonymous.				

Outcome Objective #1: Participants completing education, training, or industry-recognized credentials				
Performance Standard	Targeted Percent	75	Targeted Number	150
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: LAWD tracks program outputs through a centralized participant data management system that records enrollment, attendance, training hours, program participation, credential attainment, program completion, and employment services.				
Methodology: As the primary service provider, LAWD will directly track participant progress toward education, training, and credential completion from intake through program exit. Career Coaches and program staff will document enrollment, attendance, training milestones, completion status, and credential attainment in the participant data management system. Credentials and completions will be verified through instructor records, certification documentation, program completion records, and participant files. Staff will review data regularly to ensure records are complete, identify participants who may need additional support, and confirm progress toward the targeted outcome.				

Outcome Objective #2: Participants demonstrating increased work-readiness or career-navigation skills				
Performance Standard	Targeted Percent	75	Targeted Number	150
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Personal Education Plans, career readiness assessments, attendance records, workshop completion records, Career Coach notes, resume/interview preparation documentation, employer engagement activities, and participant progress records.				
Methodology: LAWD will measure increased work-readiness and career-navigation skills through intake assessments, PEP reviews, documented completion of employment readiness activities, and Career Coach observations. Staff will track progress in resume development, interview preparation, job search skills, understanding of workplace expectations, completion of career workshops, and ability to navigate employment or training opportunities. Progress will be documented throughout participation and reviewed before program exit.				

Outcome Objective #3: Participants obtaining employment, internships, apprenticeships, paid work, increased wages or advancing in employment				
Performance Standard	Targeted Percent	70	Targeted Number	105
	Actual Percent		Actual Number	
Measurement Tool(s) and Comments: Participant data management system, employment verification records, employer follow-up, participant follow-up surveys, Career Coach notes, wage or employment documentation when available, job placement records, and post-placement follow-up records.				
Methodology: LAWD will track participant employment outcomes through direct documentation by Career Coaches and employment program staff. Employment, internships, apprenticeships, paid work, wage increases, or job advancement will be recorded in the participant data management system and verified through participant self-report, employer confirmation when available, job offer documentation, pay stubs or wage documentation when voluntarily provided, and follow-up contact with participants. Staff will conduct structured follow-up after placement to confirm employment status, identify retention needs, and document advancement or wage gains. Follow-up information will be reviewed regularly to assess progress toward the targeted outcome and to provide additional support for participants seeking retention or career advancement.				

To add additional outcome objectives, please copy and paste the table below as needed.

- C. Data Tracking: What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures, and expenses?

Latino Academy uses Apricot, a case management and outcomes-tracking database, to record participant intake information, service delivery, demographic data, and progress toward program outcomes. This system tracks individual student from intake and assessment through credential attainment, job placement, and post-placement follow-up. Reports for outcome measures and expenditures can be generated on-demand

6. PROGRAM STAFFING AND RESOURCES:

- A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, with direct program implementation responsibilities. **Please be sure to list all required certifications and training.** FTE = % of 40 hours per week. Use chart below and use one line per individual employee.

Position Title	FTE	Required Certifications and Training	Location(s)
----------------	-----	--------------------------------------	-------------

Executive Director			2909 Landmark Pl, Madison
Workforce Manager			2909 Landmark Pl, Madison
CDL Instructors		Class A CDL	2909 Landmark Pl, Madison
Employment/Program Coordinators			2909 Landmark Pl, Madison
Transportation Director			2909 Landmark Pl, Madison
Transportation Coordinator			2909 Landmark Pl, Madison
Transportation Community Engagement Director			2909 Landmark Pl, Madison
Finance Specialist			2909 Landmark Pl, Madison

- B. Volunteers: Describe your process for screening, training, and supervising volunteers who will have direct contact with program participants.

Latino Academy utilized 42 volunteers in 2024 to support program activities such as career fairs, community events, and informational sessions. Volunteers are screened prior to any direct participant contact and are supervised by program staff throughout their involvement

- C. Other Program Resources Please list any other program resources or inputs (e.g., program space, transportation, equipment, or other supports) that are necessary for the success of your program. Are these resources currently in place? If not, describe your plan and timeline for securing them.

Program delivery requires: classroom and training space at LAWD's Landmark Place facility, computer and digital literacy equipment, instructional technology, and curriculum licenses.

LAWD's Regional Transportation Training Center for CDL training requires vehicles, driving simulators, and safety equipment.

Industry certification tracks (OSHA 10, Forklift, CPR, Fall Protection, ServSafe) require certified contractors, testing materials and equipment, and in some cases insurance coverage specific to equipment use (e.g., forklift operation).

These critical resources are consistently supported through a combination of City funding, federal Department of Labor and Ascendium Education Group grants, and other philanthropic sources described in the program budget.

7. BUDGET

- A. The budget workbook should be submitted with the proposal using the template provided in an Excel document or as a PDF. There are six tabs within the Excel spreadsheet: Cover Page, Board & Staff Demographics, Revenue, Expenses, Personnel, and Program Summary. **The Cover Page, Program Summary, and relevant Program Budgets must be submitted with this document for a proposal to be complete.**

Joint/Multi-Agency Applications

- B. The Lead Applicant will be responsible for submitting the Budget Workbook and Budget Narrative(s) alongside all required materials.
- a. The budget template and budget narrative can be found on the [CDD Funding Opportunities Website](#).

8. If applicable, please complete the following:

A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.

None

B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.

None

APPLICATION FOR 2026 EMPLOYMENT AND CAREER DEVELOPMENT SERVICES PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	Latino Academy Of Workforce Development
Mailing Address	2909 Landmark Pl, Suite 203, Madison, WI 53713
Telephone	608-310-4573
FAX	
Director	Nydia Martinez
Email Address	nydia@latinoacademywi.org
Additional Contact	Julio Garcia
Email Address	julio@latinoacademywi.org
Legal Status	Private: Non-Profit
Federal EIN:	872679293

2. PROPOSED PROGRAMS

		2027	If currently City funded	
Program Name:	Letter	Amount Requested	2026 Allocation	Joint/Multi Application - SELECT Y/N
Education Pathways	A	\$40,000		
Contact:				
Workforce Pathways	B	\$160,000		
Contact:				
Workforce	C		\$45,000	
Contact:				
Education	D		\$35,000	
Contact:				
Outreach	E		\$80,000	
Contact:				
TOTAL REQUEST		\$200,000		

DEFINITION OF ACCOUNT CATEGORIES:

Personnel: Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

Operating: Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related cost

Space: Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

Special Costs: Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients. Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency

3. SIGNATURE PAGE**AFFIRMATIVE ACTION**

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name:

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE

INITIALS:

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5. BOARD-STAFF DEMOGRAPHICS

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL Percent	POVERTY Percent	R/POV** Percent
TOTAL	9	100%	20	100%			
GENDER							
MAN	4	44%	8	40%			
WOMAN	5	56%	12	60%			
NON-BINARY/GENDERQUEER		0%		0%			
PREFER NOT TO SAY		0%		0%			
TOTAL GENDER	9	100%	20	100%			
AGE							
LESS THAN 18 YRS		0%		0%			
18-59 YRS	8	89%	19	95%			
60 AND OLDER	1	11%	1	5%			
TOTAL AGE	9	100%	20	100%			
RACE							
WHITE/CAUCASIAN	4	44%	3	15%	80%	67%	16%
BLACK/AFRICAN AMERICAN		0%		0%	7%	15%	39%
ASIAN		0%	3	15%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE		0%		0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER		0%		0%	0%	0%	0%
MULTI-RACIAL	5	56%	14	70%	3%	4%	26%
BALANCE/OTHER		0%		0%	1%	2%	28%
TOTAL RACE	9	100%	20	100%			
ETHNICITY							
HISPANIC OR LATINO	5	56%	15	75%	7%	9%	26%
NOT HISPANIC OR LATINO	4	44%	5	25%	93%	81%	74%
TOTAL ETHNICITY	9	100%	20	100%			
PERSONS WITH DISABILITIES		0%		0%			

*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

**R/POV=Percent of racial group living below the poverty line.

6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)

7. AGENCY GOVERNING BODY

How many Board meetings were held in 2025

12

How many Board meetings has your governing body or Board of Directors scheduled for 2025?

12

How many Board seats are indicated in your agency by-laws?

twelve

List your current Board of Directors or your agency's governing body.

Name	Saul Castillo			
Home Address	4633 LiUNA Way, Suite 100, DeForest, WI 53532			
Occupation	Director of Outreach and Equity			
Representing	Board President			
Term of Office		From:	01/2026	To: 12/2029
Name	Zoraida Salcedo			
Home Address	6114 Jeffers Dr. Madison, WI 53719			
Occupation	VP-Technical Services Manager			
Representing	Board Vice-President			
Term of Office		From:	11/2025	To: 12/2029
Name	Anya Helena Piotrowski			
Home Address	842 Spaight St., Apt 2, Madison, WI 53703			
Occupation	Director Team of Operation & Advancement Systems			
Representing	Board Tresurer			
Term of Office		From:	09/2025	To: 12/2028
Name	Elizabeth Rody			
Home Address	1604 Commonwealth Dr. #8, Fort Atkinson, WI 53538			
Occupation	Director of Workforce Outreach			
Representing	Board Secretary			
Term of Office		From:	07/2021	To: 12/2027
Name	Salvador Carranza			
Home Address	301 Harbour Town Dr #225, Madison, WI			
Occupation	Retired			
Representing	Board Member			
Term of Office		From:	08/2021	To: 12/2027
Name	Amparo Moreno			
Home Address	1 Park Heights Ct, Madison, WI 53711			
Occupation	Educator			
Representing				
Term of Office		From:	07/2021	To: 12/2027
Name	Alyssa Marie Schuter			
Home Address	1608 State Rd 19, Marshall, WI 53559			
Occupation	Corporate Recruiter			
Representing	Board Member			
Term of Office		From:	10/2025	To: 12/2028
Name	Kevin Foley			
Home Address	6100 Midwood Ave, Monona, WI 53716			
Occupation	Education Administrator			
Representing	Board Member			
Term of Office		From:	08/2021	To: 12/2028

AGENCY GOVERNING BODY cont.

Name	Christopher Schmidt				
Home Address	1 S Pickney, Suite 410, PO Box 927, Madison, WI 53701				
Occupation	Lawyer				
Representing	Board Member				
Term of Office		From:	08/2021	To:	12/2028
Name					
Home Address					
Occupation					
Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
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Term of Office		From:	mm/yyyy	To:	mm/yyyy
Name					
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Representing					
Term of Office		From:	mm/yyyy	To:	mm/yyyy

****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 2027	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	130,250	32,750	97,500				
UNITED WAY DANE CO	100,000	40,000	60,000				
CITY CDD (This Application)	200,000	40,000	160,000				
City CDD (Not this Application)	0						
OTHER GOVT*	967,687	146,490	821,197				
FUNDRAISING DONATIONS**	30,000	15,000	15,000				
USER FEES	15,000	7,500	7,500				
TOTAL REVENUE	1,442,937	281,740	1,161,197	0	0	0	0

*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.

Enter all expenses for the programs in this application under the PGM A-E columns. Enter the amount you would like the City to pay for with this funding under the CITY SHARE column

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

ACCOUNT CATEGORY	AGENCY 2025	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	878,574	67,340	172,098	25,440	706,476	41,900							
Taxes/Benefits	279,779	13,820	63,293	5,280	216,486	8,540							
Subtotal A.	1,158,353	81,160	235,391	30,720	922,962	50,440	0	0	0	0	0	0	0
B. OTHER OPERATING													
Insurance	50,772	4,960	1,300	800	49,472	4,160							
Professional Fees/Audit	32,918	39,520	2,449	4,960	30,469	34,560							
Postage/Office & Program	67,603	1,480	19,056	680	48,547	800							
Supplies/Printing/Photocopy	17,619	6,630	2,679	630	14,940	6,000							
Equipment/Furnishings/Depr.	64,000	6,290	576		63,424	6,290							
Telephone	6,715	520	1,734	200	4,981	320							
Training/Conferences	588	250	0		588	250							
Food/Household Supplies	4,222	1,000	1,113		3,109	1,000							
Travel	1,280	1,000	0		1,280	1,000							
Vehicle Costs/Depreciation	35,000	3,280	0		35,000	3,280							
Other	1,140	0			1,140								
Subtotal B.	281,857	64,930	28,907	7,270	252,950	57,660	0	0	0	0	0	0	0
C. SPACE													
Rent/Utilities/Maintenance	105,901	12,010	5,310	2,010	100,591	10,000							
Mortgage Principal/Interest	0	0	0										
Depreciation/Taxes	0	0	0										
Subtotal C.	105,901	12,010	5,310	2,010	100,591	10,000	0	0	0	0	0	0	0
D. SPECIAL COSTS													
Assistance to Individuals	0	0											
Partner/Joint Agency/Agencies	0	0											
Contractors/Subcontractors	292,686	41,900	30,525		262,161	41,900							
Pymt to Affiliate Orgs	0	0											
Other	190,000	0	0		190,000	0							
Subtotal D.	482,686	41,900	30,525	0	452,161	41,900	0	0	0	0	0	0	0
TOTAL (A.-D.)	2,028,797	200,000	300,133	40,000	1,728,664	160,000	0	0	0	0	0	0	0

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

	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027	2027
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
Director of Education	1.00					1.00	52,684	26,066	78,750	37.86	14,633
ESL Coordinator	1.00					1.00	41,513	12,567	54,080	26.00	10,049
GED Coordinator	1.00					1.00	48,086	12,026	60,112	28.90	11,170
Coordinator	1.00					1.00	39,936	9,984	49,920	24.00	9,276
Director of Transportation		1.00				1.00	54,679	18,821	73,500	35.34	13,657
Transportation Manager		1.00				1.00	54,775	15,945	70,720	34.00	13,141
CDL Coordinator		1.00				1.00	39,936	9,984	49,920	24.00	9,276
Marketing & Community Engagement Dir (Tra		1.00				1.00	41,513	12,567	54,080	26.00	10,049
CDL Instructor		1.00				1.00	49,920	12,480	62,400	30.00	11,594
CDL Instructor		1.00				1.00	43,638	14,602	58,240	28.00	10,822
CDL Instructor		0.50				0.50	26,856	4,664	31,520	33.00	5,857
CDL Assistant Instructor		0.50				0.50	30,552	5,848	36,400	25.00	6,763
Manager of Workforce		1.00				1.00	52,008	12,992	65,000	31.25	12,077
Workforce Development Coordinator		1.00				1.00	40,500	11,500	52,000	25.00	9,662
Workforce Development Coordinator		1.00				1.00	40,500	11,500	52,000	25.00	9,662
Employment Coordinator		1.00				1.00	41,513	12,567	54,080	26.00	10,048
CEO	0.25	0.75				1.00	77,155	37,505	114,660	55.13	21,304
Finance & Grant Coordinator	0.25	0.50				0.75	42,696	9,798	52,494	33.65	9,753
ESL Instructor	0.13					0.13	6,000	500	6,500	25.00	1,207
						0.00	0		0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
SUBTOTAL/TOTAL:	4.63	12.25	0.00	0.00	0.00	16.88	824460.00	251916.00	1076376.00	573.13	200000.00

CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS

*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

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

	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026
Title of Staff Position*	Program A FTE**	Program B FTE**	Program C FTE**	Program D FTE**	Program E FTE**	Total FTE	Annualized Salary	Payroll Taxes and Fringe Benefits	Total Amount	Hourly Wage***	Amount Requested from the City of Madison
						0.00			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	0.00	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
						0.00			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	0.00	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
						0.00			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	0.00	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:	4.63	12.25	0.00	0.00	0.00	16.88	824460.00	251916.00	1076376.00	573.13	200000.00

*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**

Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2026 City Request
A	Education Pathways	PERSONNEL	30,720
		OTHER OPERATING	7,270
		SPACE	2,010
		SPECIAL COSTS	0
		TOTAL	40,000
B	Workforce Pathways	PERSONNEL	50,440
		OTHER OPERATING	57,660
		SPACE	10,000
		SPECIAL COSTS	41,900
		TOTAL	160,000
C	Workforce	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
D	Education	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
E	Outreach	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		TOTAL	0
TOTAL FOR ALL PROGRAMS			200,000