

Esperanza Unida, Inc.
2007

ORGANIZATIONAL DESCRIPTION

Esperanza Unida provides skills training which prepares unemployed and underemployed residents of Milwaukee County for placement in entry-level positions in auto repair, welding, metal fabrication, and customer service industries. With the exception of the Customer Service training program, these vocational training programs are organized as businesses that train students in the production and sale of goods and services to customers, thereby generating revenues that cover 50 to 70 percent of the organization's total operating costs. Esperanza Unida has continuously retooled its training programs. In their current form, these programs consist of a series of steps, ranging from the initial "recruitment" and "trainee selection" steps to the "job placement" and "post-placement follow up" steps.

In the "trainee selection" step of the process, interested applicants are interviewed and given industry-specific math and reading assessments to determine their readiness for the training program. Applicants who meet admission standards are enrolled in one of the training programs, while those that do not are given an opportunity through Esperanza Unida's Learning Center to make the necessary improvements in their academic skills.

Another critical step in the training process occurs prior to the start of training when each student meets with Student Support Services staff to identify both work and non-work-related obstacles to their success. These needs are then addressed either internally or by providing referrals to other social service agencies. For example, some students who need a way to financially support their families during the training session receive one-on-one assistance in obtaining temporary or "temporary-to-permanent" positions while they are participating in the training programs.

In continuing the training process, trainees receive industry-specific academic instruction and hands-on training (available in English or Spanish) four hours daily over a ten-to-twelve week session. Trainees participate in actual business operations. For example, trainees in the Auto Repair Training Program fix up donated vehicles for sale to the public.

The final steps in the training process involve job placement and post-placement follow-up. Esperanza Unida's Job Placement Coordinator seeks to match each student with a permanent job and also provides assistance with interviewing skills, resume preparation, and social skills. Our "Business Training Model" provides our agency the necessary revenues needed to continue the training of our students. In addition, Student Support Services staff conducts a minimum of 30-day, 60-day, and one-year follow-ups with graduates to determine if they require additional training and/or support services.

Rebuilding

In the last two years (2004 to 2006), Esperanza Unida has had to restructure its administrative infrastructure and reestablish itself as a premier job training and placement agency. These last two years have been difficult because of constant leadership changes and fiscal constraints. In addition, Esperanza Unida has had to work to reestablish relationships with past financial supporters due to negative publicity in the media. Nevertheless, the agency's leadership is determined to overcome obstacles and continue the work the agency started out to do 30 years ago.

To that end, a strategic plan to rebuild the agency was put together by the board of directors. During the course of this reorganizing, Esperanza Unida continued to provide classroom instruction and training to over 190 students in those last two years. Our welding program for example, in the last two years trained over 35 students, graduated 27, and placed 22 in family-supporting jobs within the industry. In July 2006, Bucyrus International, Inc. hired two Esperanza Unida welding graduates. The company plans to hire more and have asked that we continue to refer our graduates to them.

Despite these setbacks, Esperanza Unida continued to provide training to individuals seeking to improve their lives through enhanced job skills training. We survived these setbacks because our Business Training Model. We credit our model for keeping our agency in the business of helping people.

Indeed, since opening its doors Esperanza Unida's program model continues to be one of the most effective models in operation. With over 2500 community members trained since 1984 our agency has historically maintained job placement rates and job retention rates of 70 to 80 percent, respectively.

Employment Outcomes - Earnings and Wages

Wages

From the time period beginning 2004 and ending 2006, Esperanza graduates have been placed in jobs with wages ranging from \$7.50 per hour entry level customer service position to \$22.00 per hour welding jobs.

Earnings

This has translated into annual gross incomes ranging from \$15,600 to \$45,760 annually.

New Activities and Partnerships

Esperanza Unida, Inc. serves Milwaukee's central city. The local economy is dependent on many occupations but its strength has relied on the growth and the development of manufacturing and construction. The central city has felt the impact of increased competition from a global economy, an aging workforce, and a system of education and

training that disassociates training from business and industry and community based organizations. These challenges have resulted in a shortage of skilled workers.

To ensure that central city residents are not left out of regional plans to revitalize the local economy, Esperanza Unida has partnered with Milwaukee Area Technical College.

Last spring, Mr. Tim Sullivan, president and CEO, Bucyrus International, a local large earth moving equipment fabricator, cited a shortage of heavy plate welders. He expressed concern that Bucyrus International had made a decision to expand production for the economic well-being of the company and, of course, to provide economic stability to the community. Milwaukee Area Technical College president, Dr. Darnell Cole, met with Mr. Sullivan and discussed his concern related to the welder shortage. Later, Dr. Cole met with Mr. Robert Miranda, Executive Director, Esperanza Unida and the Private Industry Council. As a result of these meetings, they were able to develop a short-term welding program that when implemented will result in over 100 individuals being trained in welding fabrication over the course of eight months.

Esperanza Unida believes the model that is being developed and implemented has tremendous value in addressing the skilled worker shortage in Southeast Wisconsin. Additionally, we believe that our model can positively affect the shortage of skilled workers in the State of Wisconsin and it can help restore the Midwest region to the pinnacle that it once held. What we need is guidance and direction as to where to find resources to help carry out this concept and model so that others can learn of its value and positive impact on society.

In addition, Esperanza Unida and the Red Tail Restoration Group have formed a partnership designed to increase people of color presence in the trades.

Owner & founder David Bodoh started in the construction/property maintenance industry in 1992. The company has evolved from a painting contractor into a general construction & remodeling firm specializing in historic preservation. Some notable projects to date; US Federal Court House Bld. 517 E. Wisconsin Ave, Boston Store Furniture Gallery 18615 W Bluemound Rd, The Pabst Mansion 2000 W Wisconsin Ave, Taylor's 795 N Jefferson, VICI Park 4111 S 108th St, Trinity Lutheran Church 1046 N 9th St, US Veterans complex West Milwaukee.

Esperanza Unida intends to reestablish our construction program. The partnership formed with Red Tail is designed to ensure that our construction program has the experts on hand to help train our construction students and to do the work we're contracted to do correctly.

Agency on the move

Esperanza Unida with over 100 years of community service and business expertise, through the strong and progressive leadership of Esperanza Unida's Executive Director (Robert Miranda) it's board of directors, and a diverse team of professionals is moving

forward strengthening initiatives while maintaining its time-tested Business Training Model. Having established partnerships such as job placement with Bucyrus-Erie International, heightened vocational training through the technical college system, and Red Tail Restoration's construction expertise needless to say, Esperanza Unida has positioned itself to preserve and advance its long standing as a premier training agency.

A strategic plan has been implemented by the board of directors and the reorganizing of the administrative infrastructure is well under way. Esperanza Unida has worked to re-establish relationships with past financial supporters and remains eager to continue its work of providing skills training services to low-income, unemployed and underemployed residents of Milwaukee County and placement into family supporting jobs.

Within the first two months of 2007, graduates from Esperanza's welding training program have interviewed, tested and received job offers at Bucyrus- Erie International. A part-time manager for the Welding and Metal Fab business has recently been added and revenues for that business have increased by 25%.

Another successful initiative has been our effort to increase tenants at our office space at the International Building, 611 W. National Ave. Our current vacancy at the building is 10%.

New Activities & Partnerships

Milwaukee Area Technical College

The Milwaukee Area Technical College having launched its new fast-track welding program designed to lead directly to jobs at Bucyrus International, Inc. has partnered with Esperanza Unida to assist in achieving the goal of training up to 100 heavy-plate welders. We are now moving to invest over \$250,000.00 towards remodeling our welding training areas. MATC is providing these funds so that classes the college is providing at Esperanza Unida meet the same high quality learning standards on any other MATC campus. This remodeling will bring the best technology in welding to our training labs and will help make our welding classes become some of the best labs in the city and state; whereby, playing a major role in creating a new generation of skilled workers who will become part of the Milwaukee labor landscape.

Social Development Commission

Esperanza Unida's Del Futuro Child Center has recently partnered with The Social Development Commission to expand its operations becoming a SDC- Head Start Educational Daycare provider.

Red Tail Restoration

To promote awareness of the opportunities that exist in the construction industry, and to increase the Native American and Latino presence within the trades, Esperanza Unida and Red Tail Restoration have established a partnership designed to recruit, train and place people of color in jobs within all trades offered in the construction industry.

This new construction division is presently being developed and is slated to roll out in early 2007 with an emphasis in Home Weatherization.

Public Service Commission of Wisconsin

In order to further Esperanza Unida's mission connecting low-income residents of Milwaukee with jobs providing economic self-sufficiency, we have secured additional funding from the Public Service Commission of Wisconsin to expand and enhance its Customer Service training program. These funds will help offset the costs of technology upgrades and the provision of internet access to low-income, unemployed, minority students, or alumni in need of resource for internet job searches.

Other partners, collaborators and contributors

The Bucyrus-Erie Foundation; The Hispanics in Philanthropy Foundation; The Non-profit Center of Milwaukee; Marquette University; Community Shares of Greater Milwaukee; Milwaukee Area Technical College – Pre College division; Ser Jobs for progress, Inc. and United Migrant Opportunity Services.

Esperanza Unida Trainee Demographics Participant Analysis

2004

Of the trainees served by Esperanza Unida in 2004, 55% were Latino, 24% were African American, 1% were Asian, 3% were Caucasian, and 17% were of other or multi-races. All of the individuals that Esperanza Unida served that year were considered "low-income," based on the federal government's definition. Within this "low-income" group, a majority (100%) had incomes at or below 30% of Milwaukee County's median income. Trainees participating in Esperanza Unida's programs in 2004 all lived in central city neighborhoods – 72 percent in "south side" neighborhoods, and 28 percent in "north side" neighborhoods.

2005

Of the trainees served by Esperanza Unida in 2005, 47% were Latino, 46% were African American, 1% were Asian, 3% were Caucasian, and 3% were of other or multi-races. All of the individuals that Esperanza Unida served that year were considered "low-income," based on the federal government's definition. Within this "low-income" group, a majority (65%) had incomes at or below 30% of Milwaukee County's median income. Trainees participating in Esperanza Unida's programs in 2005 all lived in central city neighborhoods – 60 percent in "south side" neighborhoods, and 40 percent in "north side" neighborhoods.

2006

Of the trainees served by Esperanza Unida in 2006, 41% were Latino, 37% were African American, 0% were Asian, 9% were Caucasian, and 13% were of other or multi-races. All of the individuals that Esperanza Unida served that year were considered "low-income," based on the federal government's definition. Within this "low-income" group,

a majority (70%) had incomes at or below 30% of Milwaukee County's median income. Trainees participating in Esperanza Unida's programs in 2006 all lived in central city neighborhoods – 65 percent in "south side" neighborhoods, and 35 percent in "north side" neighborhoods.

Gender specifics:

Over all, the data has shown that, 30% of the student body population has been, Female Head of Households and the remaining 70% Male.

TRAINING AND PLACEMENT OUTCOMES

Welding and Metal Fabrication

In 2004 (8) residents Participated (8) Graduated (7) and were Placed through the program.

In 2005 (34) residents Participated (17) Graduated (13) and were Placed through the program.

In 2006 (34) residents Participated (12) Graduated (6) and were Placed through the program.

Auto Lube Technician

In 2004 (8) residents Participated (8) Graduated (7) and were Placed through the program.

In 2005 (34) residents Participated (17) Graduated (13) and were Placed through the program.

In 2006 (34) residents Participated (14) Graduated (6) and were Placed through the program.

Customer Service

In 2004 (8) residents Participated (8) Graduated (7) and were Placed through the program.

In 2005 (34) residents Participated (17) Graduated (13) and were Placed through the program.

In 2006 (26) residents Participated (14) Graduated (5) and were Placed through the program.

Additional Services

In conjunction with our training programs, Esperanza Unida offers the following services so that students can continue on a path to obtaining a successful family-supporting job.

Student Support Services - EU provides support to all of the training students to help enhance the student's ability to successfully complete the training program.

Job Placement Services – EU provides job placement services to graduates of the training programs and other community residents.

Legal Resource – EU retains the services of a fulltime in-house attorney to assist students with legal matters including driver's license reinstatement, utility shut-offs, landlord tenant matters and similar issues that require resolution to ensure successful economic independence for our students. It also utilizes community partnerships such as the Legal Action of Wisconsin Life Project, a referral system whereby students can receive help, employment background check problems and non-custodian parent child support.

Workshops- There will be a series of workshops conducted by people in positions of leadership in the community and also speakers from other non-profit organizations.

Youth Pathways Program

A program for at-risk youth from community high schools whom are placed in after-school and summer jobs in various departments and at the organization's Spanish language book store and coffee shop - ¡Que Pasa!

Continued Support

The Student Support Services Department, along with instructors, develops relationships with employers in the Metro-Milwaukee area and match Esperanza Unida graduates with jobs in the given vocational area for which they have trained. Relationships with employers are developed and maintained through the following avenues: job fairs, facility tours, and internships. Student Support Services not only facilitates these relationships and job placements, but conducts a thorough Student Follow-up System. At regular intervals of 45, 90, 180, and 360 days, contacts are made with graduates and their employers to ensure long-term employment retention and self-sufficiency. This follow-up system also assesses any needed additional training, placement, support or job advancement skills. Students and alumni are always encouraged to return to Esperanza Unida at any time should they need additional training, educational, or non-work support.