



## Youth, Young Adult and Adult Employment APPLICATION FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

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

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

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

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

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

Legal Name of Organization:	CEOs of Tomorrow, Inc.	Total Amount Requested:	\$ 57,000
Program Name:	These Teens Mean Busine\$\$ Employability Suite		
Program or Activity are you Applying for:	<input checked="" type="checkbox"/> Youth Employment Services (ages 14-21) <input checked="" type="checkbox"/> Youth Employment & Training <input type="checkbox"/> Wanda Fullmore Youth Internship Program <input type="checkbox"/> Young Adult Employment Services (ages 18-26) <input type="checkbox"/> Adult Employment Services (18+)		
Contact Person:	Roxie Hentz	Email:	rhentz@CEOsOfTomorrow.org
Full Address:	2702 International Lane, Ste 112, Madison, WI 53704	Telephone:	608-298-6949
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if applicable)	

### **Organizational Qualifications:**

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

CEOs of Tomorrow exists to help youth unlock their entrepreneurial gifts and use them to make the world a better place. CEOs of Tomorrow is committed to providing equal opportunity for all youth, particularly those who are furthest from resources and opportunities and who face systemic barriers to employment. Our programs are based on three foundations – social entrepreneurship education, financial literacy, and work readiness. Using a hands-on, interactive, and innovative social entrepreneurship curriculum, participating 4th-12th graders are immersed in diverse and comprehensive entrepreneurial experiences through five entrepreneurial programs for teens and a summer business camp for youth in grades 4-8.

The severe racial opportunity and outcome disparities identified in 2013's The Race To Equity: State of Racial Disparities in Dane County was the impetus for Founding Executive Director Dr. Roxie Hentz to form CEOs of Tomorrow in 2016 as a personal pledge to use her background, knowledge, skills, and influence to directly impact Madison's alarming racial achievement and employment gaps experienced by people of color, particularly African-Americans. Woven into the fabric of CEOs of Tomorrow is an active commitment to intentionally target those impacted by these disparities by recruiting low-income and students of color and arming them with advanced, relevant, and accelerated entrepreneurial and educational experiences. This is done in a welcoming, family-like community where barriers are non-existent, diversity is celebrated, and students are pushed to produce their best.

CEOs of Tomorrow inspires its students to transform the world through their own innovative business solutions created to solve social problems or benefit society. Our ambitious These Teens Mean Busine\$\$ (TTMB) suite of five youth programs addresses issues of unemployment, educational inequities, and opportunity gaps head-on, reflecting the culture-specific values and needs of the youth we serve to intentionally address educational disparities. The benefits of entrepreneurship education extend far beyond business ownership. It transforms young people into entrepreneurial thinkers who dream big, plan for their futures, and make sound academic and economic choices. Entrepreneurial skills build leadership, develop self-responsibility, instill confidence, and promote critical thinking and problem-solving skills—all transferable skills necessary for success in school, home, and life.

Through our These Teens Mean Busine\$\$ (TTMB) programs, participants can earn up to 6 high school credits from the Madison Metropolitan and Sun Prairie school districts and up to 8 Madison College Prior Learning Credits (a value of \$188.90 per credit). CEOs of Tomorrow programs also offer opportunities for participants to earn 10 different Digital Badges upon completing our various programs, which are internationally recognized credentials signifying skill and knowledge achievement. Digital certification badges give the earner the ability to share their certified skills online and validate their abilities with potential colleges and employers in a way that is simple, trusted, and can be easily verified in real time. Madison College badges include Intro to Entrepreneurship (for completing the introductory TTMB Academy), Global Entrepreneurship (for completing the TTMB Global Excursions program), and Field Experience (for completing the TTMB summer internship). CEOs of Tomorrow also offers badges in Financial Wellness, Employability Skills, and five badges under the Social Entrepreneur umbrella (Design Thinking Practitioner, Business Creator, Business Creation Collaborator, Cultural Immersion, and Junior Social Entrepreneur).

In the five years since opening our doors in 2016, 249 youth participants in CEOs of Tomorrow programs from 38 regional schools have launched 152 businesses addressing 45 social issues; earned and received \$16,118 in business profits and \$10,700 in cash and college scholarships; and earned 198 prior learning credits from Madison College, 81

prior learning credits from Cardinal Stritch University, and 89.5 Madison Metropolitan School District high school credits. 100% of participating teens have savings accounts at a financial institution.

CEOs of Tomorrow was recently recognized by Marquette University and the Wisconsin Alumni Research Foundation as one of seven statewide winners of the 2021 Force for Positive Change award. This statewide competition recognizes businesses as models for solving social or environmental challenges in a way that is sustainable and just and generates impactful change in Wisconsin.

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

CEOs of Tomorrow works diligently to ensure that youth enrolled in our programs represent the rich diversity of people living in the Madison-area communities we serve, with an emphasis on those facing economic and/or racial disparities. We are committed to providing equal opportunity for all, particularly those most vulnerable and faced with economic, educational, or racial disparities in the Greater Madison area. Greater representation among our participants has resulted in teens' social enterprises that reflect a wider variety of perspectives and lived experiences. Of our participating teens, 64% are eligible for free or reduced-price lunch at their school, 23% are English Language Learners, 14% receive special education services, and 71% are teens of color.

CEOs of Tomorrow builds relationships with young participants as well as their family members, going beyond simply knowing their names to letting them know we "see" them, hear them, and respect them. We embrace differences and see brilliance in all children. Each teen participant's individual strengths, challenges, concerns, and differences (cultural, gender, religion, orientation) are recognized, accepted, and celebrated. We actively collaborate and partner with each family throughout their child's involvement in our programs. Families are valued as experts in determining what is best for themselves and their children. We recognize them as the experts on their children and community and seek their input on programming before and after program experiences. We work alongside teens as well as their families to provide individualized support, encouraging and empowering families to have a voice in every aspect of what we do.

CEOs of Tomorrow builds trust with youth and their families. Parents often reach out to us if their child is having challenges in the home, school, and community. Our staff have served as a liaison between parent/child and school/home to solve problems and address issues collaboratively. Parents of our teen participants have even allowed us to take their children 9,000 miles away to Africa as part of our global program - a huge show of trust that many parents often acknowledge. We see their children as our children too, and we care for them like they are our own. BIPOC, LGBTQ+, immigrant, and/or low-income households and individuals are represented in all of our programs via intentional engagement - this is also true of our staff and board members.

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

CEOs of Tomorrow Founding Executive Director Dr. Roxie Hentz has over 30 year' experience in the education field, including service as a state education consultant, culturally responsive teacher leader, district-wide teacher mentor, university teacher-in-residence, adjunct professor, and classroom teacher. For 17 years, she served as the Founding Executive Director of another non-profit 501(c)(3) organization offering empowering youth programs including financial wellness, job-readiness skills, and entrepreneurship. Extending her commitment to social entrepreneurship

education, she authored *It's My Business: Inspiring Students' Ideas for a Better Community*, a resource packed with fun lessons and engaging activities designed for educators to guide their students in creating their own classroom business for social good. Dr. Hentz has received a number of awards and recognitions for her dedication to urban education and community leadership, including the Fulbright Distinguished Teacher Award, Sr. Kliebhan Graduate Student of the Year Award for Service, Achievement, & Leadership, and was named one of Wisconsin's Most Influential Black Leaders.

Our Youth Employment Coordinator, Rebecca Raciti, is responsible for directing all youth training and entrepreneurial employment programs. In this capacity, she collaborates with the Executive Director and staff to determine the educational needs of youth, develops training curriculum, implements and monitors programming, serves as a liaison between CEOs of Tomorrow and businesses that participate in youth employment programs, provides job-readiness training to Teen Store Managers, oversees summer teen internships and annual college and career preparation workshops, is responsible for development and outreach, and tracks participant and alumni outcomes including high school and college credits & digital learning badges. She has a Bachelor of Science degree in education (Special Education) and a certification in English as well as a Master of Arts degree in Curriculum and Instruction with a focus on Race and Privilege. She has served as a teacher, federal grant coordinator, and teacher leader since 1997 and has operated a personal performance and social justice coaching business (Next Step Forward Coaching) since 2007.

CEOs of Tomorrow's two Youth Empowerment Coaches have earned at least a bachelor's degree and have education/experience in business or entrepreneurship. Empowerment Coaches work individually and as part of a team to plan and deliver virtual and in-person programs that include lessons, activities, and games that assist youth in developing and launching their business ideas. Empowerment Coaches assist youth with program assignments, arrange field trips and guest speakers, plan events, develop program reports, assist with recordkeeping, and help to build and maintain positive, collaborative, and supportive relationships with participating youth, families, community partners, and collaborating agencies.

Together, the Founding Executive Director, Youth Employment Coordinator, and Youth Empowerment Coaches comprise the organization's management staff.

Our five Youth Business Coaches - college students of color who are majoring in business - also lead programming. Youth Business Coaches work as a team to lead lessons, activities, and games to support youth in creating and testing their own business ideas grounded in social good. They help to co-plan and co-teach virtual and/or in-person lessons and activities that assist youth in developing and launching their business ideas, lead or instruct assigned youth programs, arrange events and activities, help design and implement program completion events, recruit teens for all programs, develop comprehensive program reports, and complete other tasks that support the successful engagement of participating teens.

Detailed job descriptions that include required credentials, experience, and competencies are maintained for all key roles, and training and mentoring is provided to newly hired staff by experienced team members. We are very intentional in recruiting qualified board members and staff with backgrounds similar to those of the student population we serve, identifying candidates who possess the capacity to increase their knowledge and understanding of cultural differences to meet the needs of culturally diverse clients, to understand the viewpoints of those who are culturally and linguistically different, and to embrace families as the experts on their cultures. In all, our trained staff members are 80% people of color, with intermediate to fluent language efficiency in Spanish and Arabic. Half of our board members have experience supporting, training, and implementing diversity and inclusion initiatives for large

organizations in the fields of health care, education, and criminal justice. Board Members and staff understand cultural nuances and appreciate the assets held in our youth, families, and their communities.

### **Partnerships, Collaboration & Coordination**

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

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

CEOs of Tomorrow launched in 2016 with several major partnerships in place; these partnerships have grown and flourished in the years since, and there is considerable overlap in organizations that provide pre-employment/career preparation, employment services, and/or training and education for youth. Longstanding lead partners working collaboratively to serve our youth within most of our programs include Summit Credit Union, the Madison Metropolitan School District (MMSD), Digital Credentials Institute, and Madison College. Each of these partnerships have grown substantially since our initial partnership when CEOs of Tomorrow was established (details about these partnerships are included in 1b below).

In recent years, CEOs of Tomorrow has added many new partners, and dozens of local businesses and nonprofits have committed to hosting our student interns. In fall of 2021, CEOs of Tomorrow introduced customized School-Based Entrepreneurship Programs within schools looking to integrate new innovative curriculum and launch youth-run businesses on-site for their students. For example, in 2021 and 2022, CEOs of Tomorrow worked with students attending both Prairie Phoenix Academy in Sun Prairie and Badger Rock Middle School in Madison to pilot various youth entrepreneur business ventures including a homemade pizza-making kit, hot sauce making kit, and pesto-making kit. In 2022, the Sun Prairie School District became the second large school district to partner with us in offering high school credits to students completing our credit-bearing courses and work-based programs.

American Family Insurance (the Dreams Foundation + the Institute for Corporate and Social Impact) is one of our major partners, contributing in-kind materials and goods, program space, volunteers, funding, and shipping and printing services for TTMB Incubator projects. (In 2021, TTMB incubator business products were purchased and shipped to customers in 21 cities in Wisconsin and 13 cities elsewhere in the United States.) American Family Insurance has also hosted teen interns for 3 years.

CEOs of Tomorrow serves youth attending 34 high schools and middle schools, including all MMSD high schools, 3 additional public high schools in the Greater Madison Area, 6 from outside the Greater Madison area, and 7 schools outside of the country.

Numerous youth-serving organizations and human service agencies also partner with us to refer students for participation; these groups are listed in the Program Design section, #2.

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

All of our major partners provide pre-employment/career preparation, employment services, and/or training and education:

1. Summit Credit Union has partnered with us to support Financial Wellness Education programming since 2017. Initially, this programming was provided somewhat informally; as teen entrepreneurs began to earn money, we recognized that many (especially those who were “unbanked” and from families uncomfortable

working with financial institutions) did not have access to the education, resources, and opportunities they needed to succeed financially and avoid predatory lenders, so financial wellness education was provided on an as-needed basis. In spring of 2021, Summit and CEOs of Tomorrow partnered to create and launch a formal curriculum for the Financial Wellness Education program (Youth Financial Wellness: A Resource for Youth Organizations. Quick Guide for Youth-Serving Organizations). The Financial Wellness Education curriculum meets National Business Education Association's (NBEA) Business Education Standards in personal finance. The guide was provided to all youth-serving organizations employing youth in Madison. During the summer of 2021, CEOs of Tomorrow piloted its first Financial Wellness course for TTMB summer interns using the quick guide as a resource. The Financial Wellness course consisted of 30 minute lessons over 7 consecutive weeks. In week six, a Financial Wellness Coordinator from Summit Credit Union met with the interns to review concepts from the first 5 weeks. Our relationship with Summit expanded in 2022 when we partnered again to create the Teen Money Mentor program. Summit provides access to FDIC-insured accounts for all of our participants. Summit Credit Union will continue to partner with us as we launch the newest iteration of the Teen Money Mentor program; in addition, Summit has been and will continue to serve as the lead partner in our Teen Store Manager program.

2. Madison Metropolitan School District has been one of our lead partners since 2016; many of the teens we serve are referred from the MMSD, where they attend school. MMSD also provides high school credit for student learning in the TTMB Academy, Internship, Innovation Studio, and Global Excursion.

3. Madison College has partnered with us since 2016 to provide our teens with prior learning credits and since 2019 to provide digital learning badges in Intro to Entrepreneurship (TTMB Academy), Field Experience (TTMB Internship), and Global Entrepreneurship. Jill Huizenga (Program Director & Faculty Director for the Madison College Small Business / Entrepreneurship / Center for Entrepreneurship) has worked closely with CEOs of Tomorrow Director Dr. Hentz to align coursework and ensure that students engaged in CEOs programs receive Madison College credits at no cost to the student or CEOs of Tomorrow. Madison College has also been a source of adult program volunteers, in-kind learning space (three TTMB Internship classes are held at their Truax Campus). CEOs of Tomorrow partners with multiple departments on student programming, depending on program needs. For example, in 2021, Teen Store Managers met with Suzanne Daly, Program Director / Instructor of the Baking and Decorative Arts Program at Madison College, to test and refine recipes and processes for their Cookie Creations business prototype kit.

4. Digital Credentials Institute (DCI) is a division of Madison College and has developed best practices to support organizations, like CEOs of Tomorrow, venturing into the micro-credential space. They are a long-time leader of digital badges, issuing them to individuals in all of the 50 US states as well as in over 125 different countries around the world. Currently, Madison College has articulated 3 courses from CEOs of Tomorrow to current credit programming at Madison College. Upon successful completion of these courses, students earn a digital badge that is co-branded Madison College/CEOs of Tomorrow. Should they enroll at Madison College, those badges can be redeemed for up to eight college credits at no cost to students.

In addition to the Articulation badges that have credit associated with them, the DCI has assisted us in creating our own digital credentials to recognize successful earners within all of our other programs, including those within this proposal. DCI has linked the CEOs of Tomorrow digital platform (behind the scenes) to Madison College so that they are able to provide assistance and guidance, as needed. This has also allowed us to not only to directly contract with a badge vendor, Madison College, but also at a much reduced cost..

5. The Sun Prairie School District (SPSD) became a formal partner in the last year, though the TTMB suite of programs has served Sun Prairie students since 2016. Sun Prairie offers high school credit for their students' experiences in the TTMB Academy, Internship, Global Excursion, and Innovation Studio.

The TTMB Internship Program has been qualified as equivalent and aligned to Madison College's Field Experience Seminar Course; teens who successfully complete the course earn two Madison College prior learning credits as well as up to 3 high school credits from either the SPSP or the MMSD (depending on student enrollment) at no cost to families.

6. Seeing that our sole purpose is providing rigorous and relevant entrepreneurship programming for social good, we are intentional about selecting business partners that are committed to social good, women-owned businesses, or people-of-color owners. Businesses currently sponsoring our TTMB Interns (summer of 2022) include Maydm (preparing girls and underrepresented youth in grades 6 - 12 for careers in STEM, technology, and engineering), Media22 (a black-owned multimedia company), Ugly Apple Cafe (Food cart dedicated to minimizing waste by using overstock produce and helping Madison's less fortunate get fed), Today Not Tomorrow, Little John's Kitchen (community's kitchen for transforming food excess into accessible, chef-quality meals for everyone regardless of their means), and Explore Children's Museum (female-led community space that inspires creativity, exploration). These and others current businesses will be invited to sponsor interns again in 2023 and subsequent years. As the TTMB Internship program grows and evolves, we will continue to build our network of businesses that promote culturally responsive, high-level intern responsibilities and support development of entrepreneurial mindsets.

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

CEOs of Tomorrow is a leader in working with historically underrepresented and underserved groups and is often sought after for our team's expertise. Dr. Roxie Hentz, Founding Executive Director, has over 30 years of professional experience working with disadvantaged and marginalized students and has extensively trained those assigned to teach them. She has served as a state education consultant, culturally responsive teacher leader, district-wide teacher mentor, university teacher-in-residence, adjunct professor, and classroom teacher. Hentz was a leader in developing the State of Wisconsin's Promoting Excellence for All initiatives that worked specifically to close the racial achievement gap in Wisconsin.

Dr. Hentz's unique training and years of professional experience is specific to providing core-content rigorous and relevant curriculum aimed at these specific marginalized groups. That training and experience has placed her in a unique position to help her team to ensure inclusive instructional practices. Ninety percent (90%) of CEOs' staff are representative of one or more of these groups (BIPOC, immigrants, and/or LGBTQ+). CEOs of Tomorrow is very intentional in recruiting and training qualified staff to support the organization's mission. Its dedicated and diverse program staff includes licensed teachers, business college students, and CEOs of Tomorrow alumni.

In 2021, our diverse TTMB Incubator participants integrated 18 social and environmental issues into their business concepts (such as gun violence, breast cancer, bullying, and racism), donating a portion of their business profits to organizations working on these 18 issues, including the National Alliance on Mental Health, Trying Together (anti-racism), Wisconsin Family Ties (teen mental health), and WAVE - Wisconsin Anti-Violence Effort (gun violence). Since 2017, teens engaged in our TTMB Incubator program have independently selected and donated a portion of their profits or products to more than 51 organizations addressing social issues of importance to them. Many of these organizations - such as Voces de la Frontera, Every Daughter, the National Immigration Law Center, YWCA, Centro Hispano, and United We Dream - were

developed to address the needs of low-income households, women, BIPOC individuals, immigrants, and individuals who identify as LGBTQ+.

As indicated in 1a above, most of the businesses partnering with us to host teen interns also share aligned missions of serving and working with low-income households, BIPOC individuals, immigrants, and the LGBTQ+ community, including ReStore (Habitat for Humanity Dane County), the Progress Center for Black Women, and Brave Bird. And in summer of 2021, our first cohort of Teen Store Managers in the initial pilot participated virtually in a series of data literacy and social media skill workshops hosted by Activism Always (a business committed to social impact, equity, and uplifting communities by providing social media strategy insights for nonprofits, small businesses, B-corps, and startups).

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

The proposed project includes a suite of FOUR CEOs of Tomorrow teen entrepreneurship programs, and our longstanding partnerships with our major partners will be key to their successful implementation: (1) the TTMB Incubator, (2) TTMB Internship, (3) Teen Money Mentor (TMM), and (4) Teen Store Manager programs. Summit Credit Union will continue to collaborate with us to support curriculum development and training for our Teen Money Mentors and Teen Store Managers. We will reach out to all youth-serving organizations in the Madison area Youth Employment Network to provide information on the opportunity to host our Teen Money Mentors to deliver peer coaching and training for the youth they serve. Through our targeted marketing and outreach efforts, we will work to add at least two new youth organizations to the TMM program network annually.

The MMSD, SPSSD, DCI, and Madison College will continue to partner with us to deliver both the TTMB Incubator and Internship programs, providing digital badges, college credits for prior learning, and/or high school credits for teens successfully completing the program(s). Details on each of the four programs we request grant funding for, including how these collaborations benefit the participants served, can be found in the next section (Program Design). All four programs strengthen the leadership, communication, adaptability, and teamwork skills in participating teens – crucial skills for success in college, careers, and the community.

The dozens of local entrepreneurs and diverse small businesses listed in the preceding two sections will continue to partner with us to host interns and provide in-kind resources, volunteer time, learning space, and their expertise and support for Teen Store Managers, Interns, and teens engaged in the Incubator program. Letters from our key partners (Summit Credit Union, Madison College, and the Madison Metropolitan School District) are included with this application, as well as an articulation agreement with Madison College.

### **Program Design**

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

This proposal requests funding to support These Teens Mean Busine\$\$ Employability Suite, a collection of FOUR (4) teen employability programs offered by CEOs of Tomorrow that are designed to diversify Madison's self-employed workforce by inspiring and preparing diverse youth to become business and community leaders focused on developing creative solutions that contribute to Madison being a better place to work, learn, and live for themselves, their families, and their communities.

(1) TTMB Incubator Program: Held in the new Spark Building in American Family Insurance's Innovation Space on Saturdays during both the spring and fall semesters, the TTMB Incubator Program is a 10-week social entrepreneurship training lab that will provide participating teens with a supportive, hands-on and engaging environment to study, design, launch, and test business ideas designed to promote positive change in their communities with innovative solutions to social problems of importance to them. Teens will also gain knowledge in business finance, marketing, and business management by directly applying the concepts to enhancing their business brands. Business coaches will be integrated within the weekly instruction to provide support and mentoring from ideation to launch. Teens will also learn the art of pitching in front of an audience and a panel of judges at the concluding Pitch & Launch Event in which teens will pitch their business ideas with real customers. The event will end with the announcement of 1st place (\$1,000), 2nd place (\$500), 3rd place (\$250), and People's Choice Award (\$125) winners who are crowned Top CEO Businesses. (Prizes are half cash and half college scholarships.) All participants who complete the Incubator Program will receive a Social Entrepreneurship - Business Creator Digital Badge and earn profits from their business concept.

In 2023, the TTMB Incubator Program will serve 12 teens per semester. Interested students can sign up to participate at any time, year-round, but formal timelines for the fall and spring programs are as follows:

FALL Incubator Timeline:

- > Recruitment: August-September
- > Program Implementation: Saturdays from 10am-1pm, early October - early December
- > Teen Pitch & Launch Event: second Saturday in December.

SPRING Incubator Timeline:

- > Recruitment: December - January
- > Program Implementation: Saturdays from 10am-1pm, early February - mid-April
- > Teen Pitch & Launch Event: third Saturday in April.

OUTCOME OBJECTIVES:

- By September 30, 2023, at least 85% or more of teens completing the Incubator program will earn a Social Entrepreneurship - Business Creator Digital Badge.
  
- By September 30, 2023, at least 85% of teens enrolled in the Incubator program will participate in the Teen Pitch & Launch Event to present and launch their business concepts.

(2) TTMB Internship Program: The TTMB Internship Program is a summer-long, paid entrepreneurship and employment immersion program for 9th-12th graders who have completed our TTMB Course and/or TTMB Incubator to apply learned business knowledge and skills in a real entrepreneurial work setting working alongside local entrepreneurs. Through the internship, teens will bring their innovative ideas and learned concepts and skill sets to the workplace and gain additional experience, skills, and mentoring while working in for-profit and nonprofit businesses, entrepreneurial coworking spaces and social enterprises (also known as Internship Sponsors). During this summer business internship, teens will spend up to 144 hours working alongside local entrepreneurs to gain invaluable experience in a wide array of business sectors including food, media, technology, child development, and gifts. Supporting and working with small Madison businesses makes our Internship program unique. Participants also complete 25 hours of in-class coursework at the Madison College Truax Campus, covering work-readiness skills,

including resume writing, job interviewing, email and phone communication, presentation skills, goal-setting, self-evaluation, and reflection. Interns will also engage in 8 hours of financial wellness education during the summer as part of their coursework, culminating in completion of the financial wellness exam.

Throughout the Internship, participants demonstrate their understanding of learning by successfully completing a series of at-home and in-class graded assignments. A rubric, or tool to interpret and grade submitted or observed learning against a set of criteria and standards, has been established for each assignment. Each intern participates in a final graded presentation. Collectively, the completed rubrics and presentation are used to measure participants' demonstrated proficiency. Through a collaborative partnership with Madison College, Sun Prairie School District (SPSD), and Madison Metropolitan School District (MMSD), teens successfully completing the program receive both Madison College and high school credits at no cost (valued at \$188.90/college credit). In addition to up to 3 high school credits and up to 2 college credits, Interns are paid up to \$1,750, receive three digital badges upon completion, and receive a \$200 bonus for passing the financial wellness exam with a score of 80% or higher.

The TTMB Internship Program will serve 12-15 teens per year.

Key Timeline Dates for the Internship Program:

- > Early May: Deadline to apply for internship program
- > Early May: Deadline to submit a request for an intern
- > Late May: Intern Sponsor-Intern Matches Notification
- > Mid-June: Intern Sponsor Orientation 5:00 - 6:30 pm
- > July - August: Internship Period
- > Wednesdays, July - August: Mandatory Job-Readiness and Leadership Training, including field trips
- > End of August: Internship Completion Celebration Showcase

OUTCOME OBJECTIVES:

- By September 30, 2023, at least 85% of participating teen interns will earn 2 Madison College credits for prior learning and the Field Experience Digital Badge from Madison College reflecting the knowledge and skills learned; at least 85% of teens participating in the internship will earn digital badges from CEOs of Tomorrow in Employability Skills and Financial Wellness.
  
- By September 30, 2023, at least 85% of Madison Metropolitan School District (MMSD) and Sun Prairie School District (SPSD) participating teen interns will earn between 0.25 – 3.0 high school credits for completing 45 or more on-the-job internship hours. (CEOs of Tomorrow has contracted with both MMSD and SPSP to support attainment of high school credits for participating teens.)

(3) Teen Store Manager Program: Any teen who has successfully completed one or more of our TTMB programs may apply to become a paid Teen Store Manager, receiving training and hands-on experience as they become responsible for all aspects of running and managing the imPACTful Creations Store,\* including ordering and production, inventory, marketing, online sales, and business finance. Teen Store Managers will work closely with one another to manage and run the imPACTful Creations store. They will be trained and supervised by CEOs of Tomorrow staff and will also participate in a series of workshops to build data literacy, customer service and relationship management, social media marketing skills, leadership, and presentation skills. Our Teen Store Managers will also engage in 8 hours of financial wellness education during the summer as part of their coursework, culminating in completion of the

financial wellness exam. (The need for refresher / supplemental financial wellness education will be assessed annually.) This powerful experience instills an entrepreneurial mindset that is applicable across all careers.

This proposal requests funding to support five (5) long-term Teen Store Managers per year over the next four years who will continue to receive valuable hands-on entrepreneurship experience and related training, meeting two hours per month to engage in ongoing professional development and sign up for work shifts in the office and in the field. Teen Store Managers will be paid \$13.00/hour and receive the Financial Wellness digital badge (earned once) as well as a \$200 bonus each year for passing the financial wellness exam with a score of 80% or higher.

\* To further expand youth entrepreneurship education and the impact made by the teens participating in the TTMB Innovation Studio (a business product design program for teens), CEOs of Tomorrow opened the imPACTful Creations Store at 440 State Street in January 2022: a teen-run outlet that produces, markets, and sells imPACTful Creations, which are “business in a box” kits developed by TTMB Innovation Studio participants and contain everything aspiring “kidpreneurs” ages 8-14 need to create and launch their own mini-business for social good from home. ImPACTful Creations are also sold online, at various local markets, and via pop-ups. Annually, student-cohorts create two prototype entrepreneurship learning kits for younger youth; in 2021, these kits included a homemade candle-making business kit and a homemade cookie baking & decorating business kit. In 2020, student cohorts created homemade gummy candy and homemade lotion business kits. At the center of the Innovation Studio curriculum is the five-stage Design Thinking methodology, which students apply to the research question, “What type of entrepreneurship learning kit would inspire, engage, and teach youth ages 8-12 how to launch a business from home?”

Key Timeline Dates for the Teen Store Manager Program:

> Recruitment: January - February (for any new openings). Once hired, Teen Store Managers maintain their positions through age 21, as long as the opportunity remains a good fit.

> Teen Store Manager work: year-round.

OUTCOME OBJECTIVES:

- By September 20, 2023, 85% of participating Teen Store Managers will be able to demonstrate employability skills, attitudes, and behaviors in at least 10 of the 13 competencies assessed on the CEOs of Tomorrow’s Entrepreneurial and Employability Skills Assessment,\*\* resulting in an earned Employability Skills Digital Badge.
- By Sept 30 2023, at least 85% of Teen Store Managers will complete the financial wellness assessment with a score of 80% or higher.

\*\* CEOs of Tomorrow modeled their assessment after the WI Department of Public Instruction’s Wisconsin Employability Skills Certificate Assessment, integrating language to encompass more entrepreneurial competencies and making the tool inclusive to all students from the many school systems that enroll our participants. Successful completers of the CEOs of Tomorrow employability assessment earn CEOs of Tomorrow’s certifiable Employability Skills Digital Badge, which allows for international and business recognition.

(4) Teen Money Mentor Program: For many youth of color, institutional racial barriers have inhibited access to financial literacy education and banking resources, which contributes to our nation’s racial wealth gap. To promote financial responsibility and wellness for all youth, and particularly those who are underserved and lack access to the education, resources, and opportunities they need to succeed financially, CEOs of Tomorrow partnered with Summit Credit Union to pilot a Financial Wellness curriculum and Teen Money Mentor (TMM) program in early 2022, hiring 13 Teen Money Mentors in the pilot year to provide peer-to-peer financial wellness training for youth. The curriculum aligns with the National Business Education Association’s (NBEA) Business Education Standards in personal finance.

The TMM program's goal is to empower young people, particularly those who are underserved and lack access to banking resources, to make financially sound decisions.

Our pilot TMMs tested lessons from the curriculum (how to read a pay stub, building a budget, saving for the future) with teen audiences in July of 2022, with presenters completing a self-assessment and participants completing a post-survey to help refine and adjust the TMM program. The pilot-year Teen Money Mentors also taught half of the Financial Wellness curriculum to our Interns. The Teen Money Mentors created presentation slides and determined activities, lessons, and materials for each lesson that they felt would increase engagement for participating teens.

The test-run pilot concludes in late summer of 2022, and this grant proposal will support the next iteration of the TMM program for six (6) long-term Teen Money Mentors per year over the next four years. Participating Teen Money Mentors will earn work-based high school credits and strengthen their leadership, collaboration, and teambuilding skills. TMMs will be paid \$14.50/hour and receive the Financial Wellness digital badge (earned once) as well as a \$200 bonus each year for passing the financial wellness exam with a score of 80% or higher.

Key Timeline Dates for the Teen Money Mentor Program:

- > Recruitment: January - February (for any new openings).
- > Training: May - June (15 hours)
- > Prior to every workshop: 2.5 hour practice session.
- > Workshop delivery with teen peers: July - August
- > Post-evaluation completed by TMM and peer participants after each workshop.

OUTCOME OBJECTIVES:

- By September 30, 2023, at least 25 teens enrolled in Madison-area youth programs will have received peer-to-peer financial literacy training and mentoring by the Teen Money Mentors.
- By September 20, 2023, 85% of participating Teen Money Mentors will be able to demonstrate employability skills, attitudes, and behaviors in at least 10 of the 13 competencies on the CEOs of Tomorrow's Entrepreneurial and Employability Skills Assessment (modeled after Wisconsin Department of Public Instruction's Wisconsin Employability Skills Assessment), resulting in an earned Employability Skills Digital Badge.

Additional information on participant recruitment and selection for all programs can be found in the next section.

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

CEOs of Tomorrow works diligently to ensure youth enrolled in our programs are representative of the rich diversity that exist within the Madison communities we serve. To ensure a diverse population of students that include primarily those who would typically lack access to opportunities that we offer, the following agencies are among those that recruit and refer students from their schools or organizations to our youth programs:

- Big Brothers Big Sisters of Dane County - Program Director
- MMSD business teachers, counselors, AVID teachers, and ELL Teachers
- Centro Hispano
- Northport Community Center - Program Director
- Eastside Community Center - Program Director
- UW Odyssey Project - Odyssey Junior Program

- Dane County Department of Human Services - Youth Justice Programs, Out of Home Care Unit, and Independent Living Unit

The pre-screening, intake, and enrollment process includes: 1) determining eligibility, 2) collecting identification and demographic information, and 3) delivering an orientation on program expectations and outcomes. Teens in 9th-12th grades are invited to apply online; applications are pre-screened to ensure eligibility, and in-person interviews are scheduled with qualifying youth. Once selected, each teen meets with a staff member who records personal and academic information in an electronic Student Intake Form. A pre-test is also administered to measure academic content knowledge in business and entrepreneurship to provide a baseline academic score from which to measure growth. Students can remain in the program through high school completion.

Because research has shown that youth in smaller classes receive more individualized attention and achieve better academic and social outcomes, CEOs of Tomorrow is committed to small teen program sizes and no more than a 6 to 1 staff to youth ratio. We have zero barriers to entry, but in order to teach rigorous and relevant college-level instruction and build crucial relationships with students and their families, we must keep numbers small. We close registration if a particular program has hit the enrollment threshold; students who apply after a program's enrollment closes are added to our mailing list and enrolled in programs as spaces become available. New student participants may join the Incubator program at any time, as space allows. The Internship runs from mid-June - the end of August annually. Once students graduate or decide to leave the TSM or TMM programs, new students may participate.

For the past five years, CEOs of Tomorrow staff members have participated in Job Fairs held at all MMSD high schools. CEOs staff also visit and share information on various program strands, including how to participate and the benefits for students, in business and AVID (Advancement Via Individual Determination) classrooms in the MMSD. AVID is an in-school academic college prep support program for grades 4-12 that prepares students for college eligibility and success.

CEOs of Tomorrow has a detailed, regularly updated website and active social media presence to reach our intended audience to increase awareness, enthusiasm, and participation in program options and provide up-to-date information on timelines for upcoming sessions, links to register, and brochures. CEOs of Tomorrow can be found on Twitter, Facebook, LinkedIn, Instagram, and a YouTube channel featuring our student participants.

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

Our youth programs have been developed in response to numerous teens, parents, local businesses, and community partners requesting entrepreneurial education and employability programs. Family and community engagement play a vital role in our organizational planning, including continuous development and improvement. We solicit regular formal and informal input and suggestions from parents, youth, and community partners engaged with our programs to examine, discuss, and plan ongoing iterations that improve the quality and experience of our offerings. In fact, the internship experiences are heavily designed by the Internship Sponsors (local business owners) themselves. At the conclusion of the program, the teen interns and Intern Sponsors complete online feedback surveys with questions related to the overall program design and experience, safety, level of engagement, value of newly learned skills, involvement and engagement in the program completion event, and intern / intern sponsor relationships.

Since the TMM pilot program launched in early 2022, our Teen Money Mentors have helped to redesign and reshape the program's curriculum so it better meets the needs of teen participants. They've taken the lead on revamping

presentation slides and handouts and made other helpful, formative suggestions to continually improve the program's format, processes, materials, and structures.

Our Teen Store Managers have beginning-to-end ownership of the products they are selling, since they played a role in developing the impACTful Creations business kits in past Innovation Studio cohorts. Teen Store Managers take the lead on store operations, creating promotional materials and activities and making other critical decisions including how and where products are sold, such as pop-up markets and an online storefront that reaches customers around the state and beyond. The TSMs will continue to review sales of individual products to determine if further iterations are required, working with a consultant in support of the product improvement process.

As with all CEOs of Tomorrow's programs, this proposed project will conclude with a process to review outcome data to validate what worked, make modifications where needed, and renew or expand parts of the program that are achieving desired outcomes within the constraints of secured revenue. Family surveys and direct observation/conversation also provides information on barriers experienced by participants and helps staff to identify the resources and supports needed to mitigate those barriers. CEOs of Tomorrow provides school supplies, one-on-one after-school tutoring support, and paid transportation (public transport or taxi fare) for students, as these are three leading barriers experienced by many participants. All available program data will be reviewed and analyzed by the Executive Director along with the organization's program team members at the conclusion of each program.

### **Theory of Change & Logic Model**

1. Describe how your proposed services are based on evidence of success, and how you will meet performance outcomes while maintaining quality services customized to each participant's needs. Please include the following in your response:
  - a. Past service outcomes and other accomplishments that validate your approach.
  - b. Best practices and proven resources for youth, young adults, and/or adults you will utilize.
  - c. How you will incorporate past experience with performance tracking and reaching outcomes, including challenges overcome.
- 1a. Past service outcomes and accomplishments: From 2016 through the end of 2021, the 249 teens that have participated in CEOs of Tomorrow programs have earned 198 Madison prior learning credits, 81 Cardinal Stritch University prior learning credits, and 89.5 MMSD high school credits. 100% of our teens have opened a savings account at a financial institution, and our teens have earned 135 Digital Badges, which were first launched in 2020. In the five years since opening our doors in 2016, youth participants in CEOs of Tomorrow programs from 38 regional schools have launched 152 businesses addressing 45 social issues; earned and received \$16,118 in business profits and \$10,700 in cash and college scholarships, donating \$2,592 in business profits to 51 organizations addressing issues of importance to them.

Each of the proposed programs (TTMB incubator, TTMB internship, TMM, and TSM) has shown growth in youth leadership and outcomes since they were first introduced:

In the first two quarters of 2022 (through June 30, 2022), 13 students participated in the TTMB summer Internship Program, and 100% were successfully placed in internships with local businesses and enrolled in the Madison College course. Since the program launched in 2018, 43 unduplicated students have completed one or more years of the Internship program with 26 Intern Sponsor businesses, earning 86 combined college credits for prior learning.

Since the TTMB Incubator program launched in 2017, 94 students have participated, 82 businesses have been launched, \$10,700 has been awarded in cash and college scholarships, and over \$9,000 has been earned in business profits. In Fall of 2021, eleven (11) students participated in the Incubator training lab (held virtually on Saturdays from October 2 - December 22, 2021), which concluded with the 8th Teen Pitch & Launch Event where the aspiring entrepreneurs pitched and launched 11 online businesses addressing 9 social issues. All 11 students earned a Social Entrepreneurship - Business Creator digital badge; collectively, participants earned \$1,900 in cash and college scholarships and over \$800 in business profits.

The Teen Store Manager and the Teen Money Mentor programs were piloted in spring 2021 and spring/summer 2022, respectively. CEOs of Tomorrow officially opened an online imPACTful Creations Store, an outlet run by five (5) Teen Store Managers that produces, markets, and sells imPACTful Creations. In January of 2022, CEOs of Tomorrow became a part of Culture Collectives, a collection of pop-up shops small businesses all owned by People of Color and housed in a brick-and-mortar store located at 440 and 440 State Street in Madison. In addition to selling imPACTful Creations online and at the popup shop on weekends, the Teen Store Managers have also sold their products at multiple community popups sites, including the city's popular Madison Night Markets, Maxwell Street Days, and MadLit Synergy events.

Because the program is just being piloted, the Teen Money Mentors have not yet completed the financial wellness assessment or earned any Digital Badges. However, the 13 students participating in the TMM pilot have been trained in four financial wellness topics to-date, including how to read a pay stub, building a budget, saving for the future, and creating secure passwords. Additional outcome data will be collected upon the TMM pilot's conclusion this summer.

Finally, CEOs of Tomorrow was recognized by Marquette University and the Wisconsin Alumni Research Foundation when it was named one of seven winners of the 2021 Force for Positive Change statewide competition. The Force for Positive Change award recognizes social entrepreneurship as a model for solving social or environmental challenges in a way that is sustainable, just, and generates impactful change in Wisconsin. The winners were selected from 174 initial applications that were then narrowed to 20 finalists by an expert panel of judges from industry, academia and the nonprofit sector.

1b. Best Practices: Existing curriculum for our programs is evidence-based, aligned with national standards, and continuously improved through feedback from our student participants. Each of the four programs we request funding in support of will build upon a solid existing foundation that includes program processes, schedules, registration procedures, student materials, resources, partnerships and partnership protocols/MOUs, and quantifiable evidence of success (digital badges, high school credits, postsecondary college credits for prior learning, scholarships, awards, etc.). We are not building programs from scratch; rather, we are strengthening, sustaining, and enhancing the successful approaches that have produced positive outcomes for our students in the past.

1c. Incorporating past experience with performance tracking: Formative and summative program evaluation plays a vital role in organizational planning and continuous program improvement. Each of our programs includes a formative assessment process that is both formal and scheduled (such as participant surveys administered before and after each student's participation in a particular program) and informal (such as conversations with participants and partners). Teens participating in all of our programs complete a pre- and post-assessment to identify what's working, what isn't, and possible program modifications to consider. For programs that earn dual college credits, all student participants complete a final academic assessment that includes a formal exam and project presentation to demonstrate learning and attainment of standards and academic objectives. Through ongoing informal and formal

program evaluations that relate directly back to our short and long-term goals and objectives, we capture authentic and critical input and suggestions from our teen participants and use it to make enhanced program corrections, pivots, and iterations. We strive to deliver high-quality programming that meets the needs of each participating student, so securing their ongoing feedback at regular intervals is critical in order to make timely pivots and program modifications and identify and secure any additional necessary resources we need to ensure that each teen has the chance to succeed.

Challenges overcome: Our programs adapted and pivoted during Covid to keep everyone safe while continuing to deliver high-quality programs no matter the format (virtual or in-person). An example specific to our TTMB summer 2021 internship: We found several more businesses capable and willing to host interns in 2021 (vs. 2020), and there was an uptick in the number of businesses preferring remote or hybrid interns. A hybrid format allowed several students outside of Madison to participate. Overall, while the virtual format allowed more students the flexibility to attend classes from home, it also made it more challenging for students to self-monitor their internship calendars and commitments. And because our students and their families were still reeling from the financial and emotional impact of COVID-19 over the last year, 10 of our 20 interns worked additional jobs or internships over the summer, which resulted in them not reaching the optimum 144 total internship hours needed for college credits.

There were, however, unexpected benefits to the program restructure of 2020 that proved to be quite successful and will continue in future years. Post-COVID, the classroom sessions will be held in a hybrid model, combining both virtual and in-person experiences. Plans are underway to continue to expand commissioned business projects but with a more intentional skills support structure and in-person meetings to facilitate improved community building between the interns.

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

Many of our long-term partners inspired the development of some of our programs and services. For example, the City of Madison contacted Founding Executive Director Roxie Hentz in 2021 to design and launch, in partnership with Summit Credit Union, the financial wellness curriculum for youth attending out-of-school programming in the City. She has served as a leader on the “Benefits of Banking” workgroup organized by the City of Madison. The Teen Money Mentor program was inspired by conversations within the workgroup to address the ongoing need to provide financial wellness education to underserved youth.

Our teen participants are given frequent formal and informal opportunities to share their input and feedback on program strategies; we view teens and their families as our partners—working WITH them (not doing to). It is vital that all demographic groups we target and serve are at the table with us to craft programs, strategies, and expected outcomes according to their needs, giving a voice and representation to underrepresented populations. We identify the specific groups each program is meant to impact and invite them to provide input on program strategies; this has been a focus during the design as well as the improvement phase with our programs to maximize the relevance of and engagement in our programs. Teens’ feedback from all post-program surveys is used by staff to review and enhance program strategies.

Finally, teens are given autonomy and control over a range of responsibilities related to activity and product development and improvement; for example, Teen Money Mentors gain firsthand experience delivering the financial wellness curriculum, which allows for immediate identification of what is and what is not working with their audience - sparking rapid ideas for improvement of activities and strategies. The Teen Store Managers also have immediate

and ongoing access to sales records, so they can readily identify products with lagging sales and recommend an appropriate response (improve the product or replace it with something new, for example). Our short-term and ongoing mid-year formative outcomes for the Teen Store Manager program include this ongoing assessment of current store inventory and sales records to determine if there is a need to refine existing or launch new products.

3. Please describe your plan to meaningfully involve service recipients, including past, present and potential recipients, in ongoing design, flexing and improvement of proposed youth, young adult, and/or adult employment services. As previously discussed, we continually invite feedback on program materials, structures, and activities from our teens; this is essential to keeping our programs meaningful and relevant to our participants. All teen participants in our programs complete a pre- and post-program assessment to identify challenges and provide information needed so staff and partners can pinpoint any modifications needed and arrange the necessary resources and structural changes to better support that participant. Students are surveyed on skill and knowledge development in Business and Social Entrepreneurship, College and Career Readiness, Growth and Development in key entrepreneurship skills (communication, presentation, collaboration, teamwork, critical thinking, confidence), and Final Thoughts, including suggestions for improvement. Students engaged in programs earning postsecondary credits for prior learning from Madison College (3 credits for the TTMB Academy, 2 credits for the TTMB Internship, and 3 credits for the TTMB Global Excursion) complete a final academic assessment that includes an exam and presentation of learning. To measure long-term program impacts, post-completion contact is made with each student one month after high school graduation or GED completion and annual survey contact is made thereafter for two years to measure ongoing participation in one of the following areas: post secondary education, advanced training in occupational skills, apprenticeship, and employment (including entrepreneurship). Post-program completion support also includes ongoing referrals to organizations aligned to the goals and hosting annual networking events for those completing the program.

For this proposed project, we will continue to administer pre- and post-assessments with all participants to gather formal feedback on programming. Informal formative and summative feedback will also be secured via observation that measures student engagement as well as conversations with students that are similar to an exit slip: i.e., quick informal assessments to questions teachers pose at the end of a class or lesson to rapidly determine students' understanding of the material. These conversation prompts will provide a framework to give our staff an informal measure of how well teens understand a topic or lesson, help teens to reflect on what they have learned, allow teens to express what or how they are thinking about new information, and teach our participating teens to think critically.

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

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

**Legal Name of Organization:** CEOs of Tomorrow, Inc.

**Total Amount Requested:** \$57,000

**Contact Name and Email for Budget Info:** Roxie Hentz - rhentz@CEOsOfTomorrow.org

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

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

REVENUE SOURCE	AGENCY 2023	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	24,000	24,000					
UNITED WAY DANE CO	0	0					
CITY CDD-This Application	57,000	57,000					
OTHER GOVT*	300,000	300,000					
FUNDRAISING DONATIONS**	5,000	5,000					
USER FEES	2,000	2,000					
<b>TOTAL REVENUE</b>	<b>388,000</b>	<b>388,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

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

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

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

ACCOUNT CATEGORY	AGENCY 2023	TTL CITY REQUEST	PGM A	CITY SHARE	PGM B	CITY SHARE	PGM C	CITY SHARE	PGM D	CITY SHARE	PGM E	CITY SHARE	NON APP PGMS
<b>A. PERSONNEL</b>													
Salary	182,000	23,000	182,000	23,000									
Taxes/Benefits	32,400	8,000	32,400	8,000									
<b>Subtotal A.</b>	<b>214,400</b>	<b>31,000</b>	<b>214,400</b>	<b>31,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>B. OTHER OPERATING</b>													
Insurance	4,000	1,000	4,000	1,000									
Professional Fees/Audit	28,000	4,000	28,000	4,000									
Postage/Office & Program	30,000	8,000	30,000	8,000									
Supplies/Printing/Photocopy	3,000	0	3,000	0									
Equipment/Furnishings/Depr.	2,000	0	2,000	0									
Telephone	2,000	0	2,000	0									
Training/Conferences	1,500	0	1,500	0									
Food/Household Supplies	3,000	1,000	3,000	1,000									
Travel	0	0											
Vehicle Costs/Depreciation	0	0											
Other	0	0											
<b>Subtotal B.</b>	<b>73,500</b>	<b>14,000</b>	<b>73,500</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C. SPACE</b>													
Rent/Utilities/Maintenance	11,000	5,000	11,000	5,000									
Mortgage Principal/Interest	0	0											
Depreciation/Taxes	0	0											
<b>Subtotal C.</b>	<b>11,000</b>	<b>5,000</b>	<b>11,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D. SPECIAL COSTS</b>													
Assistance to Individuals	2,000	1,000	2,000	1,000									
Participiant Wages	6,000	6,000	6,000	6,000									
Particpant Taxes/Benefits	500	0	500	0									
Other	0	0											
<b>Subtotal D.</b>	<b>8,500</b>	<b>7,000</b>	<b>8,500</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL (A.-D.)</b>	<b>307,400</b>	<b>57,000</b>	<b>307,400</b>	<b>57,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

CEOs of Tomorrow, Inc.

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

Title of Staff Position*	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
	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
Executive Director	0.40					0.40	30,000	2,800	32,800	0.00	8,000
Youth Employment Coordinator	1.00					1.00	55,000	6,700	61,700	0.00	11,000
Lead Business Coach	0.50					0.50	22,000	1,700	23,700	0.00	6,000
Business Coach 1	0.30					0.30	16,500	1,300	17,800	0.00	4,000
Business Coach 2	0.30					0.30	16,500	1,300	17,800	0.00	0
Administrative Assistant	0.40					0.40	20,000	1,600	21,600	0.00	0
Program Assistant	0.63					0.63	22,000	1,700	23,700	0.00	2,000
						0.00			0	0.00	
						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
<b>TOTAL:</b>	3.53					3.53	182,000	17,100	199,100	0.00	31,000

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

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

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

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

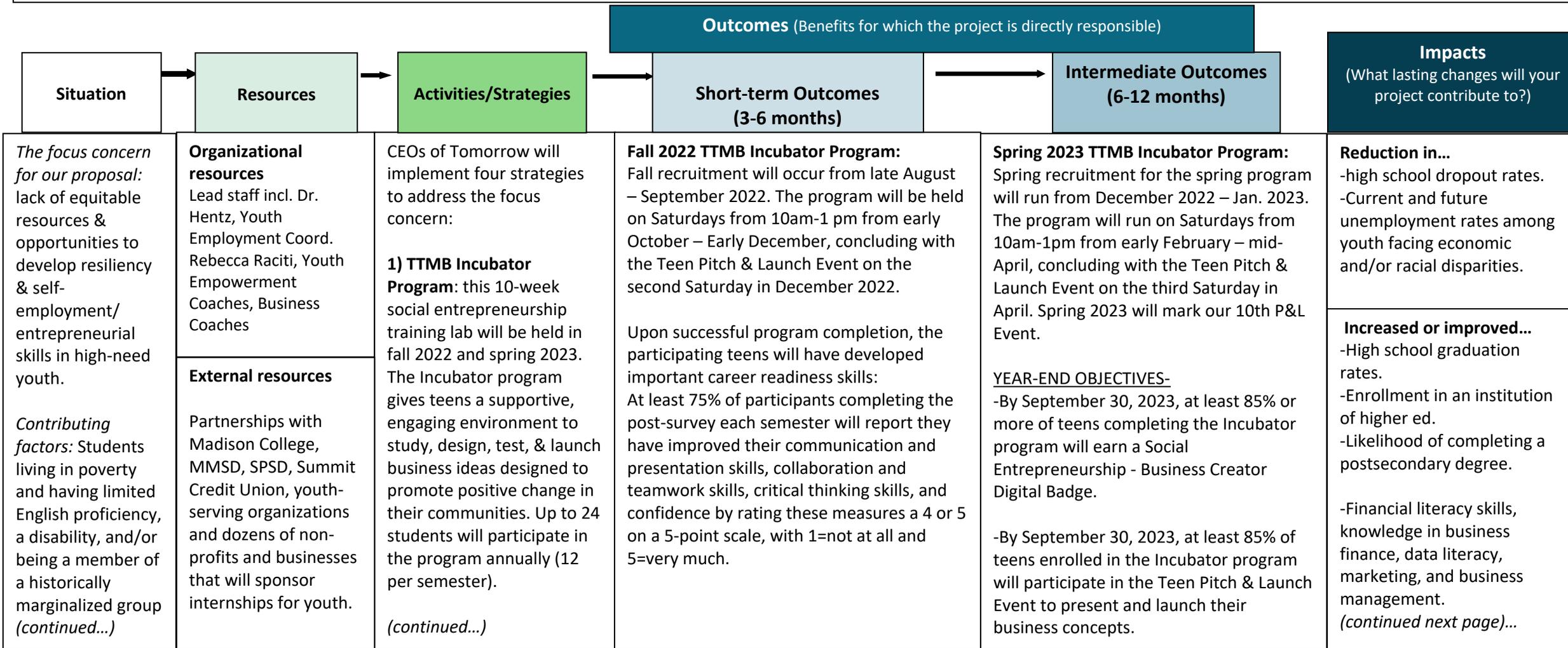
\*\*Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.

<b>Pgm Letter</b>	<b>Program Name</b>	<b>Program Expenses</b>	<b>2023 City Request</b>
A	These Teens Mean Busine\$\$ Employment Suite	PERSONNEL	31,000
		OTHER OPERATING	14,000
		SPACE	5,000
		SPECIAL COSTS	7,000
		<b>TOTAL</b>	<b>57,000</b>
B		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
C		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
D		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
E		PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
<b>TOTAL FOR ALL PROGRAMS</b>			<b>57,000</b>

# Appendix B: Logic Model

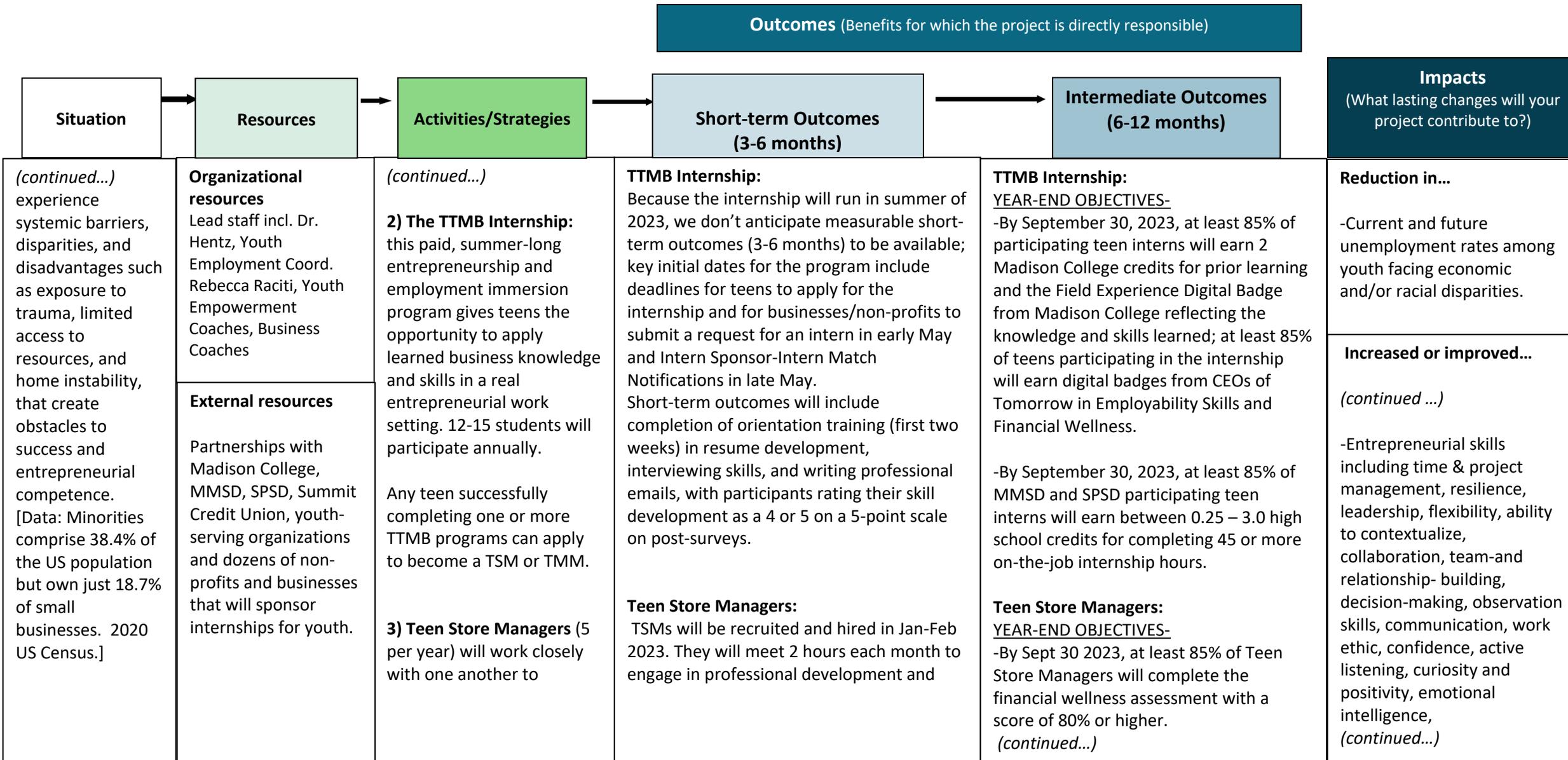
**Logic Model Template:**

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

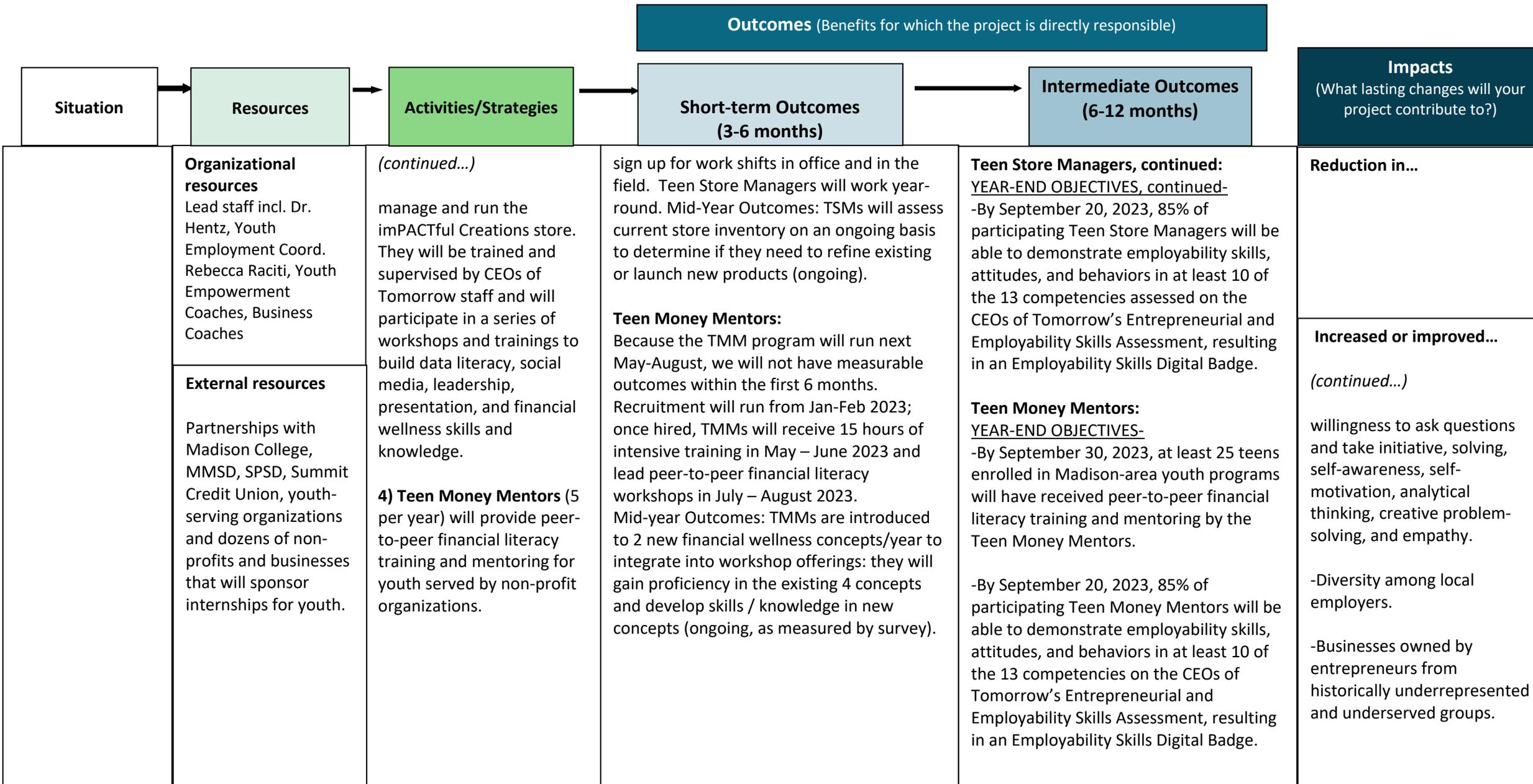


<b>Possible Sources of Evidence</b>	<b>Survey Data?</b>	<b>School Data?</b>	<b>Crime Data?</b>	<b>Family Reports?</b>	<b>Focus Group Data?</b>	<b>Interview Data?</b>	<b>Other Data?</b>
-------------------------------------	---------------------	---------------------	--------------------	------------------------	--------------------------	------------------------	--------------------

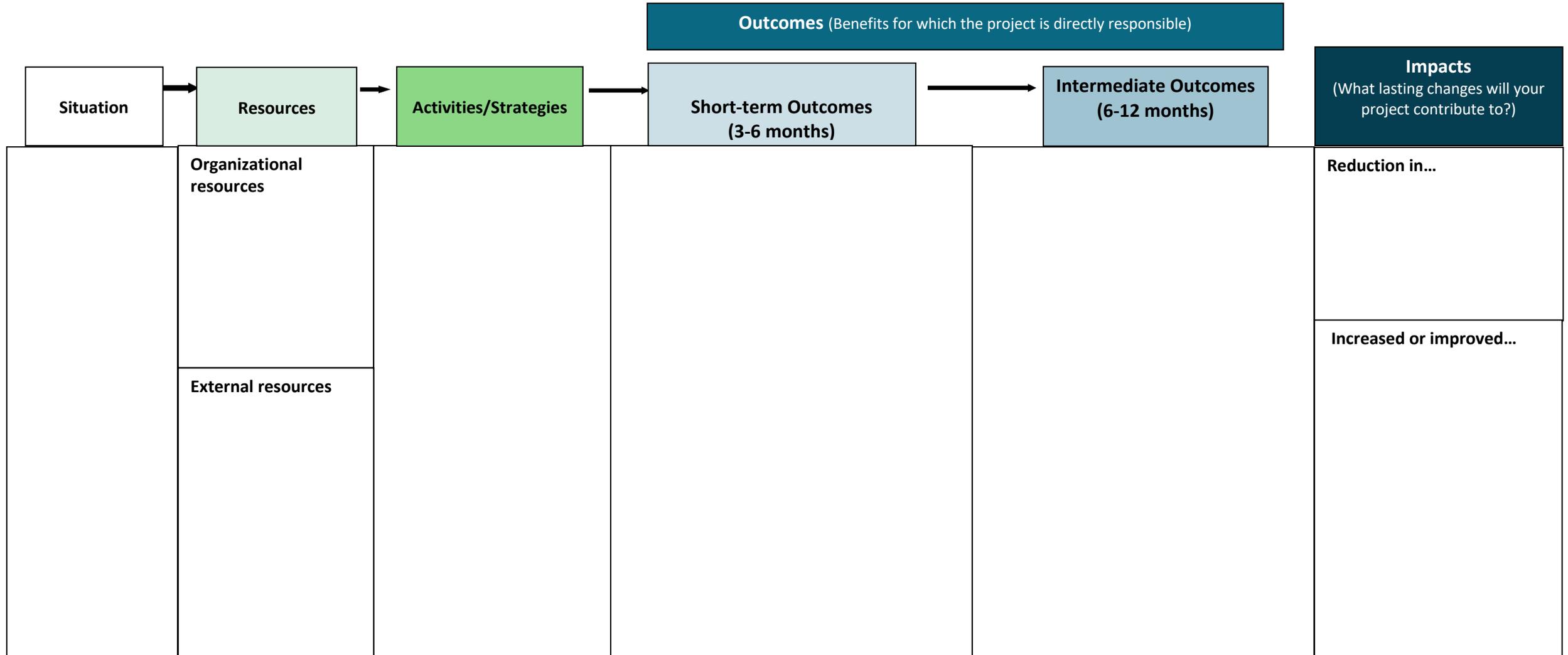
# Appendix B: Logic Model



# Appendix B: Logic Model



# Appendix B: Logic Model



August 10, 2022

Roxie Hentz  
CEOs of Tomorrow, Inc.

RE: *City of Madison Youth Employment Grant*

Since 2012, Digital Credentials Institute (DCI), a division of Madison College, has developed a robust portfolio of best practices to support organizations venturing into the micro-credential space. Madison College has been a long-time leader of the digital badges movement, issuing badges to individuals in all of the 50 US states as well as in over 125 different countries around the world. Through our growing list of global clients, we have issued over 150,000 badges, and are quickly becoming globally recognized experts in the digital badge space. We are confident in the impact of leveraging this emerging technology for the recognition of learning achievements, providing both the earner and the organization verified proof of skills learned, as well as viral marketing potential. We partner with Credly Acclaim, trusted by leading brands like IBM, Dell, Oracle and Adobe; to provide the most comprehensive global software solution for recognizing skills, capabilities, and achievements, reaching everywhere learning takes place and skills are assessed.

Currently, Madison College has articulated 3 courses from CEOs of Tomorrow to current credit programming at Madison College. Upon completion of the CEOs classes, the successful students will earn a digital badge that is co-branded Madison College/CEOs of Tomorrow, and should they enroll at Madison College, those badges can be redeemed for up to eight college credits. Utilizing digital badges has allowed a direct pathway into higher education for these students as well as providing an immediate credential.

In addition to the *Articulation badges* that have credit associated with them, the Digital Credentials Institute at Madison College has assisted CEOs of Tomorrow with creating their own digital credentials to supplement their already established course programming. We have linked the CEOs platform (behind the scenes) to Madison College so that we are able to provide assistance and guidance as needed. This also allows CEOs of Tomorrow to not have to directly contract with a badge vendor, rather utilize Madison College's resources.

We believe the programming that the CEOs of Tomorrow is providing is extremely valuable. The passion and insight from all the individuals we have worked with shines through every conversation and project! We feel lucky that CEOs of Tomorrow has chosen to partner with us and look forward to cultivating this partnership for many years to come!

Sincerely,



Lesley Voigt  
Director, Digital Credentials Institute  
lvoigt@madisoncollege.edu



August 8<sup>th</sup>, 2022

Roxie Hentz  
CEOs of Tomorrow, Inc.

RE: *City of Madison Youth Employment Grant*

Madison College is pleased to write this letter of collaboration regarding our work with CEOs of Tomorrow, Inc. Madison College is one of 16 colleges within the Wisconsin Technical College System, and serves approximately 25,000 degree and non-degree students annually. The college offers over 150 areas of study in the form of certificates, technical diplomas, and Associate Degree programs in addition to a robust offering of enrichment, professional development, custom training initiatives. The college is a world leader in the development of micro-credentials. Madison College's district includes all or parts of 12 counties in south-central Wisconsin.

Since 2016 Madison College has partnered with CEOs of Tomorrow in its work to introduce the concepts of entrepreneurship to young persons in the greater Madison area. At the inception of our partnership it included only one course – the These Teens Mean Busine\$\$ Academy which aligns directly to our Intro to Entrepreneurship course. Over the past 6 years our partnership has grown to include a total of three courses that articulate into Madison College, resulting in up to 8 credits for participating high school students successfully completing these programs. Since the beginning of our partnership in 2016 we are delighted to share that CEOs of Tomorrow participants have earned 198 Madison College credits. Together, we have also expanded into micro-credentialing by awarding digital badges through Madison College to all CEOs of Tomorrow participants upon course completion.

We are excited to continue our work with CEOs of Tomorrow, and we support their application for the Youth Employment Grant. In addition to our articulated offerings, the college will continue to lend support through access to its physical space for program needs, and through general consultative assistance from staff and Entrepreneurs in Residence through its Center for Entrepreneurship.

Needless to say, our experience with CEOs of Tomorrow, Inc. has been very positive. The curriculum these participants are put through is of high quality, and the guidance given to all participants is excellent. This is truly an uplifting program making a difference in the lives of participants, and in the greater community. Please feel free to contact us with any questions or for additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan Woodhouse", is written over a white background.

Bryan Woodhouse  
Vice President, Industry and Regional Affairs  
Executive Director, Center for Entrepreneurship  
608.246.6337  
[woodhouse@madisoncollege.edu](mailto:woodhouse@madisoncollege.edu)



August 3, 2022

Dear City of Madison Youth Employment Grant members:

Summit Credit Union and CEOs of Tomorrow have a long history of working together toward growing and enabling youth, as well as our entrepreneurial community, through collaborative efforts. Our most recent collaboration resulted in the development of a youth financial empowerment curriculum guide that can be utilized by community-based organizations in the area. This guide meets current education learning standards and empowers CBOs to navigate conversations & activities around money. Summit Credit Union is committed to our work with CEOs of Tomorrow on financial empowerment education and training, and offering safe & affordable banking services, for any of their current and future programs.

Summit has a desire to help students understand the benefits of using a financial institution for banking services, including information on how to understand terms, services, account options, potential charges associated with banking, and how to navigate opening an account on your own for the first time. Our commitment to financial empowerment can be seen through our many community partnerships with youth focused organizations across South Central Wisconsin.

As students understand the importance of using banking services, Summit Credit Union will provide students the opportunity to open non-custodial accounts at Summit Credit Union during scheduled programming. Students will have the continued support of Summit Credit Union staff as they begin their banking journey. Financial Empowerment at this stage will also include information on how set and reach savings goals setting the participants up to make strong decisions throughout the program and beyond.

We look forward to working with CEOs of Tomorrow to further the development of skills for these students. We are excited to continue our work in creating financially empowered youth.

Thank you,

A handwritten signature in black ink that reads 'Sarah Campagna'.

Sarah Campagna  
VP Financial Empowerment  
Summit Credit Union

## Community to College Articulation Agreement

CEO's of Tomorrow Inc.

And

Madison Area Technical College

This articulation agreement establishes a cooperative relationship between CEO's of Tomorrow Inc. and Madison Area Technical College ("Madison College"). This contract is an amended contract that also includes an additional course from the previous contract.

This agreement sets forth policies and procedures by which CEO's of Tomorrow' students who have completed coursework through These Teens Mean Business\$ may earn credit towards enroll in Madison College programs.. The agreement will be effective upon all signatures and will be renewed annually unless either party notifies the other of their intent to terminate. Madison College reserves the right to make policy revisions, which may affect the contents of this agreement due to changes in the curriculum or quality standards at either institution.

### 1. Purpose of Articulation Agreement

This community to college articulation agreement between CEO's of Tomorrow Inc. and Madison College assures the acceptance of These Teens mean Business\$ courses into Madison College. Madison College will grant equivalent college credit to individuals who have successfully completed courses through These Teens Mean Business, are Madison College students and who successfully complete the Credit for Prior Learning process at Madison College.

### 2. Articulated Applied Associate Degree Programs and Certificates

Madison College will accept These Teens Mean Business\$ courses as transfer/credit for prior learning toward the fulfillment of the requirements of the following applied associates degrees (A.A.S.), technical diplomas, and certificates at Madison College.

Program: Small Business Entrepreneurship

Certificate: Business Plan and Entrepreneurship

### 3. The following chart identifies the These Teens Mean Business\$ courses

CEO's of Tomorrow	Madison College Course Title	Course #	Cr
These Teens Mean Business G	Intro to Entrepreneurship	10-154-117	3
These Teens Mean Business Summer Internship	Field Experience	10-145-108	2
These Teens Mean Business Global Excursion	Global Entrepreneurship	10 -145 120	3

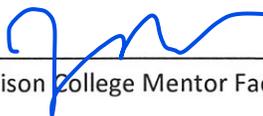
### 4. Articulation Procedures

Madison College Faculty have assessed and aligned curriculum and agree that CEO's of Tomorrow Students have satisfied the Madison College Course competencies. Students that

have successfully gained the Intro to Entrepreneurship Course credit will have completed a business model canvas or have participated in the live pitch competition. Those who have successfully gained the Field Experience course credit will have completed a summer internship. Students that successfully gained the Global Entrepreneurship Course credit learn about global entrepreneurship through the lens of a different (TBD) culture and industry. At the conclusion of the course, participants will visit educational, business, and cultural locations within the designated culture, experiencing first hand both internationally recognized brand leaders in their field as well as thriving small artisan businesses. Successful students will be awarded a Madison College Digital Credential, which will serve as the verification of success in the Credit for Prior Learning Process.

The undersigned representatives of the institutions agree to the terms of this articulation agreement.

**Madison Area Technical College**

  
\_\_\_\_\_  
Madison College Mentor Faculty /Date 8/15/22

\_\_\_\_\_  
Dean /Date

\_\_\_\_\_  
Vice President /Date

**CEO's of Tomorrow**

  
\_\_\_\_\_  
CEO's of Tomorrow CEO 2/5/2020 

\_\_\_\_\_  
Director of Operations

August 18, 2022

Roxie Hentz  
CEOs of Tomorrow, Inc.

RE: *City of Madison Youth Employment Grant*

Madison Metropolitan School District (MMSD) is pleased to write this letter of collaboration regarding our work with CEOs of Tomorrow, Inc. MMSD's vision is that every child will graduate from high school ready for college, career, and community. The Department of Secondary Programs and Pathways works collaboratively with school-based and external partners to disrupt inequitable postsecondary outcomes through coaching, facilitation, and coordination. CEOs of Tomorrow has been an important partner in this work to ensure that students identify and build crucial skills necessary to support our mission and values. Their suite of social entrepreneurial programming consistently draws students from each of our high schools and provides many opportunities for students' growth.

Since 2016, MMSD has partnered with CEOs of Tomorrow in its work to introduce the concepts of social entrepreneurship education to youth in the greater Madison area. In its first year, of our partnership included only one course – the These Teens Mean Busine\$\$ Academy which aligns directly to Madison College's Intro to Entrepreneurship course. Students successfully completing this course earn three Madison College prior learning credits and one MMSD high school credit. Over the past six years our partnership has grown to include a total of six courses and programs that result in earned MMSD high school credit through coursework and professional work-experience. Today, students successfully completing our courses can earn up to eight Madison College prior learning credits and up to six MMSD high school credits. Since the beginning of our partnership in 2016 we are delighted to share that CEOs of Tomorrow participants have earned 89.5 MMSD high school credits as of 2021 year-end. Together, we have been able to expand the business and financial wellness opportunities available to our students, particularly those of color or from low-income households.

Though our continued partnership, we agree to the following roles:

*CEOs of Tomorrow*

- Provide social entrepreneurship education coursework through its These Teens Mean Busine\$\$ Academy, Internship, and Innovation Studio courses grounded in The National Business Education Association standards in business and personal finance education and aligned with numerous MMSD and Wisconsin State Standards.
- Provide high-level, professional, work-based learning opportunities to students providing them with real-world opportunities to apply the knowledge and skills learned in our programs

- Submit students' final grades and credits to the Personalized Pathways and Career & Technical Education department no more than three weeks after course completion
- Provide a final report no more than four weeks after each course that provides a summary of the outcomes

*Madison Metropolitan School District*

- Identify and recruit students for CEOs of Tomorrow's programs and courses included in the partnership
- Once received, ensure credits and grades, when applicable, are added to the students' transcripts in a timely manner

We are excited to continue our work with CEOs of Tomorrow, and we support their application for the Youth Employment Grant.

Sincerely,



Carlton D. Jenkins, Ph.D.  
Superintendent of Schools  
Madison Metropolitan School District