



School-Age Child Programs for 2020: High School

Multi-Focus Afterschool and Summer, Weekend and Summer Evenings, and Topical/Skill/Population (TSP) Focused Program

Submit Application to: cddapplications@cityofmadison.com
 Deadline: 12:00 pm CST (noon) on **August 5, 2019**

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

This application should be used to apply for multi-focused afterschool, multi-focused summer programs (Section 1), and topical/skill/population focused programs for high school-age youth (Section 2).

Please complete Section 1, 2 and/or 3 in this document and the Organizational Overview and Budget document within separate Excel document. Both documents must be submitted for the application to be accepted.

The intent of this application and subsequent contract is for all organizations to present a set of opportunities within the umbrella of one contracted program for each age group, i.e. elementary, middle and high school. Only opportunities that involve both a completely different group of participants for that age group and staff who are not working in the comprehensive multi-focused afterschool and/or summer or evening program, should be considered a stand-alone Topical/Skill/Population (TSP) program with a separate narrative (#1-3).

Please limit your proposal and responses to spaces provided in this form and the required [Excel workbook](#). Responses to this RFP should be complete and comprehensive but succinct. Materials submitted in addition to this application form and the required [Excel workbook](#) will not be considered in the evaluation of the proposal. *Do not attempt to unlock or alter this form.* Font should be no less than 11 pt.

If you need assistance with this proposal or are unclear about how to respond to any questions listed below, please contact CDD staff at 266-6520.

Legal Name of Organization:	CEOs of Tomorrow, Inc.	Total Amount Requested for this Age Group:	\$ 23,000
High School Programs applied for (select one or more as applicable):	Multi-focus School Year Weekend or Summer Evening	Multi-focus Summer <input checked="" type="checkbox"/> Topical/ Skills/Population	
Contact Person	Roxie Hentz, PhD	Email:	rhentz@CEOsOfTomorrow.com
Address:	2702 International Ln, Suite 112 Madison, WI 53704	Telephone:	608-298-6949

Contact Us! CDD staff are committed to helping interested groups understand and work through program requirements. Call Mary O'Donnell or Coral Manning at 266-6520.

**SECTION 2: HIGH SCHOOL
TOPICAL/SKILL/ POPULATION FOCUSED PROGRAM (TSP)**

Program Name: ***These Teens Mean Business\$ Innovation Studio***

Brief Project Description:

These Teens Mean Business\$ Innovation Studio is a new program launching in 2020 and will complement CEOs of Tomorrow's current *These Teens Mean Business\$* social entrepreneurship program suite. Rather than merely preparing teens for the future, CEOs of Tomorrow is committed to empowering them to inspire, innovate, and implement high-impact solutions today. By focusing on designing products from scratch, the *These Teens Mean Business\$ Innovation Studio* will provide teens with the skills needed to be successful in school, work and the community.

Amount Requested: \$23,000

Total Proposed Program Budget: \$36,500

If your responses to #1-2 below are duplicative of the responses provided in the Multi-focused After-school or Summer Program proposed, please state, "See Multi-focused Program Response."

1. PROGRAM DESCRIPTION

- a. **Goal Statement:** What is the goal of your program and how does it align with the Scope of Work described in the RFP guidelines?

These Teens Mean Business\$ Innovation Studio is a transformational product-design program that provides a platform and curriculum for teens to engage in the Design Thinking Process by curating "businesses in boxes," known as *imPACKful Creation*. The innovative boxes, created completely from scratch by teens to be used by children ages 8-12, will be packed with hands-on supplies, engaging materials, and step-by-step directions needed to launch a kid's business activity for social good.

- b. **Intended Service Population:** Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, employment barriers if applicable etc.). Please refer to the [Data Tool Kit](#).

CEOs of Tomorrow is committed to providing equal opportunity for all youth, particularly those most vulnerable and faced with economic, educational and/or racial disparities evident in Madison's large racial achievement and unemployment gaps. *These Teens Mean Business\$ Innovation Studio* is a city-wide program targeting low-income, high school teens and/or teens of color residing in Madison, Wisconsin and attending Madison Metropolitan School District (MMSD) high schools.

According to the Wisconsin Department of Public Instructions' *Wisconsin Information System for Education Data Dashboard* (WISEdash), of the total 7711 MMSD enrolled high schoolers in the 2018-29 school year, 1358 (17.6%) of them identified as Black and 1571 (20.4%) identified as Hispanic.

- c. Recruitment, Engagement, Intake and Assessment: Describe your plan to recruit, engage and address barriers to participation for the identified service population. Explain the intake and assessment procedure you will use for this program.

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, 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 (Johnna Georgia, Program Director)
- Centro Hispano (Vivien Ahrens, *Escalera Youth Program Coordinator* under the direction of Lauren Salzmann Director of Youth Programs)
- Northport Community Center (Pat Wongkit, Program Director)
- UW Odyssey Project (Karen Dreyfuss, Odyssey Junior Coordinator)
- West High School (Sky Chandler ELL School Counselor)
- Dane County Department of Human Services - Neighborhood Intervention Program (Kristel Tatus, Senior Social and Alan Chandler, Program Leader)
- Madison College Gateway to College (Juanita Comeau, Director | Center for College and Career Transitions)

Program applications for the *Innovation Studio* program will be provided to each of these organizations for interested teens. Submitted applications will be reviewed with a pre-screening, intake, and selection process that includes: 1) determining eligibility by collecting free and reduced lunch qualification and demographic information and 2) recommendations from site contact based solely on student interest. A team of 3-4 teens representing four different sites will be selected to participate. CEOs of Tomorrow stands behind its belief that all youth are wrapped in brilliance and our programs and staff provide a welcoming, nurturing, inclusive, caring, and respectful family-like environment with no barriers to entry.

At the start of the program, a pre-assessment will be administered on content knowledge in business and entrepreneurship, as well as two core social-emotional learning competencies to provide a baseline score from which to measure growth. Similar assessments will be completed at the end of the program to measure actual growth and impact.

- d. Activities: Describe your proposed program activities. Include information about key parts of your program and explain how you will accomplish your goals. If applicable, describe any evidence, research, proven curriculum or documentation of promising practice that supports the programming or service proposed.

These Teens Mean Business \$ *Innovation Studio* is a transformational product-design program that provides a platform and curriculum for teens to engage in the 'design thinking' process by curating "businesses in boxes," known as *imPACKful Creation*. The innovative boxes, created completely from scratch by teens to be used by children ages 8-12, will be packed with hands-on supplies, engaging materials, and step-by-step directions needed to launch a business activity for social good. Each box will focus on addressing a particular social issue and include the pictures and biographies of the teen curators who created them. Ultimately the teens will be able to not only share their entrepreneurial learning with younger generations, but also inspire social good and impact on a large community scale.

As Einstein once stated, “We can’t solve the world’s problems by using the same type of thinking we used when we created them.” Design Thinking is a creative process that utilizes elements from the designer’s toolkit, like empathy and experimentation, to arrive at innovative solutions to problems. Used by some of the world’s leading brands, such as Apple and Google and adopted by leading universities like Harvard and MIT, Design Thinking is being used and applied in all aspects of everyday life. It is a powerful way for today’s students to learn and has been integrated into K12 curriculum by schools all around the world. Throughout *Innovation Studio*, teens will learn and apply Design Thinking processes while observing, questioning, empathizing, experimenting, and designing *imPACKful Creation* businesses-in-a box.

The *Innovation Studio* will run from March - July. From March – June, CEOs of Tomorrow’s Business Coaches will work directly with each teen-team at their school or organization for 14 - 1 ½ hr sessions once a week. Through a series of lessons, games and activities, they will learn the steps to applying the Design Thinking process. Each team will move through a series of research-based steps that begin with determining and investigating a predetermined social issue, move to building and testing the prototype of *imPACKful Creation* they create to address the problem, and conclude with advertising their first iterations. Building additional capacity of our teen innovators, the program will also include field trips to manufacturing industries, including Midwest Prototyping that offer rapid prototyping and low volume production services using six 3D printing technologies, the Bodgery that provides an enormous makerspace with amazing tools and equipment for people to come together to make, build, create, and repair things, and Green Bay Packaging that specializes in the design and manufacturing of corrugated packaging and displays. To ensure each team has appropriate resources to create a professional, informative, and appealing product, CEOs of Tomorrow will invest up to \$400 to each team to create three boxes of their unique *imPACKful Creation*.

During the first week of July, each teen-team will distribute its *imPACKful Creation* to three 8-12 year olds who they select from children who have participated in CEOs of Tomorrow’s *Business of Giving Summer Bootcamp* and have completed an *imPACKful Creation Request Form*. In turn, the teens will work directly with their selected low-income and/or children of color, elevating the teens to a position of business coaches/mentors. Throughout July, the teens will complete weekly performance check-in conversations to coach, support and motivate their young apprentices. Using an online project management tool, each teen-teams will document each child’s business goals and chart his or her progress. With each business milestones met, the young apprentice will earn customized ‘achievement button-pins’ that indicate completion of business-related tasks. Each *imPackful Creation* will have the potential to generate earned profits for the child, as well as promoting community awareness and funds for the social cause. The program will conclude with *imPACKful Day*, a celebration hosted by the teens at the end of July to acknowledge and showcase the successes of the kids’ business outcomes and the collective impact their businesses made on the community. Awards and prizes will be given to the teen-team with the most creative, engaging, and impactful *imPACKful Creation*, as well as the top children who made the greatest impact on addressing the identified social issue through their business launches.

e. Proposed Timeline for Implementation:

Activity	Estimated Start and Completion Date
Program Application Period	January 6-24, 2020
Application Review and Selection Period	January 27-30, 2020
Participant Notification Period	February 3-7, 2020
The <i>Innovation Studio</i> Workshops	Week of March 9- May 25, 2020
<i>imPACKful Creation Request Form</i> Submission and Selection Period	June 1-19, 2020
<i>imPACKful Creation</i> 8-12 year old businesses operate and teens provide mentoring and support	July 1 – 24, 2020
<i>imPACKful Day</i> Event	July 31, 2020
Program Evaluation	Week of August 3, 2020

Other milestones, notes or comments about the proposed timeline (if applicable):

f. Family and Community Engagement: Briefly describe how children and families who will benefit from the proposed program have been involved in the development of this proposal and will be involved in the implementation and assessment of program activities and outcomes. How are families of the participants engaged with the program?

These Teens Mean Business\$ Innovation Studio was developed in response to numerous teens, parents and community partners requesting an entrepreneurial program in production and design. Realizing that the skill of bringing a product idea to life from scratch and taking it through testing requires a platform that encourages high levels of innovation and creatively, we answered the call.

Family and community engagement play a vital role in our organizational planning, as well as continuous development and improvement. Like with each of our programs, CEOs of Tomorrow will rely heavily upon the data collected throughout the *These Teens Mean Business\$ Innovation Studio* program. We will solicit ongoing formal and informal feedback from parents, youth, and community partners to examine, discuss, and plan ongoing program iterations to improve the quality and experience of our offerings. At the conclusion of the program, participants and/or parents will complete online feedback surveys with questions related to the overall program design and experience, safety, level of engagement, value of newly learned skills, social issue themed activities, involvement and engagement in family/community program completion events, and staff-youth relationships. Through ongoing informal and formal program evaluations that relate directly back to our short and long-term goals and objectives, we will capture authentic and critical feedback from our partners, youth, and their families and use it to make enhanced program corrections, pivots, and iterations.

To validate and inform the design and development of the *Innovation Studio* program for Year 2, we will soon hold focus group discussions designed to gain authentic input and and additional feedback from program stakeholders (participating staff, community partners, parents, teens and children) on this program.

- g. Cultural Relevance and Language Access: Please describe how the proposed program will serve non-English speaking youth and/or their families. Describe how the proposed program will be culturally relevant to the population served.

The results from the 2018 National Assessment of Educational Progress Study showed persistent achievement gaps between students of color and from low income families and their peers who are White or from more affluent families. Madison's education data reveals even more glaring disparities, including low access to advance courses for students of color. In reviewing 2017-2018 ACT Composite Scores on Department of Public Instruction's *Wisconsin Information System for Education Data Dashboard (WISEdash)* by race for MMSD students, Black students had an average score of 15.4 and Hispanic students a 17.4 compared to 24.3 for their White classmates. With one's ACT scores being among the most important documents influencing access to college and with the average ACT score being 20.8, Madison's student of color are lagging far too behind. The disparities resulting from this continue to broadly impact access to higher education and higher-skilled jobs.

According to Learning Policy Institute, an organization that conducts and communicates independent, high-quality research to improve education policy and practice, research shows that teachers of color help close achievement gaps for students of color and are highly beneficial for students of all races. Although more teachers of color are being recruited across Madison area schools, the rate of increase is slow and attrition rates are high, leaving growing gaps between the demand for and availability of these educators. The fact that CEOs of Tomorrow's curriculum and staff selection is very intentionally culturally responsive makes these study outcomes all the more relevant for the organization and the diverse student population we serve. Our unique curriculum is aligned to Wisconsin Academic Standards, the National Business Administration Curriculum Standards, and the 21st Century Standards to ensure our participating teens receive advanced, rigorous, culturally relevant, and meaningful curriculum linked to opportunities to earn college and high school credits with program completion.

CEOs of Tomorrow has an educational staff that is largely people of color, including the Executive Director. We know having staff-instructors of color makes a huge difference. Our leader is a licensed Wisconsin Professional Educator with experience that includes serving as a state Education Consultant for the lowest academically functioning school districts in Wisconsin, a Culturally Responsive Teacher Leader for a large urban school district, and a Teacher Mentor of new and struggling educators. With specialized training in culturally responsive pedagogy, its staff recognizes the unique brilliance in all of our youth and develops authentic and supportive relationships with each of our youth.

For our families needing translation, both Centro Hispano and one of ELL MMSD school counselors fluent in Spanish have both been very helpful in supporting us as needed. Similarly, with about 40% of our teen population being of Latinx decent and knowing that one's home language linked directly to one's culture, we encourage and welcome Spanish dialogue between our students while in our program.

- h. Madison Out-of-School Time (MOST) Effective Practices: Please describe how each of the seven basic elements are addressed by your proposed program design. How will you monitor if the program during implementation to assess continued alignment with the [MOST Effective Practices](#)?

Intentional Program Design

Our unique curriculum is aligned to Wisconsin Academic Standards, the National Business Administration Curriculum Standards, and the 21st Century Standards to ensure our participating teens receive advanced, rigorous, culturally relevant, and meaningful curriculum linked to opportunities to earn college and high school credits with program completion.

Supportive Relationships with Youth

With specialized training in culturally responsive pedagogy, our staff recognize the unique brilliance in all of our youth and develop authentic and supportive relationships with each of them. We regularly hear that our "special sauce" is in our nurturing, inclusive, caring, and respectful family-like environment.

Community & Family Engagement

Family and community engagement play a vital role in our organizational planning, as well as continuous development and improvement. Like with each of our programs, we will rely heavily upon the data collected throughout the *Innovation Studio* program. We will solicit ongoing formal and informal feedback from parents, youth, and community partners to examine, discuss, and plan ongoing program iterations to improve the quality and experience of our offerings. At the conclusion of the program, participants and/or parents will complete online feedback surveys with questions related to the overall program design and experience, safety, level of engagement, value of new skills learned, social issue themed activities, involvement and engagement in family/community program completion events, and staff-youth relationships. Through ongoing evaluations that relate directly back to our short and long-term goals and objectives, we will capture authentic and critical feedback from our partners, youth, and their families and use it to make enhanced program corrections, pivots, and iterations.

Finally, like with all of our programs, the *Innovation Studio* program will end with a family and community event (imPACKful Day) that showcases what has been learned and celebrates accomplishments.

Organizational Management & Staff Support

CEOs of Tomorrow's Business Coaches assigned to the *Innovation Studio* program receive guided and in-depth staff professional development with regular and ongoing program oversight and support by the Executive Director.

Youth Voice & Leadership

Participating teens will bring *imPACKful Creation*, businesses-in-boxes, to life from scratch. They will then work with low-income and/or children (ages 8-12) of color, elevating the teens to positions of business coaches/mentors.

Racial & Cultural Inclusion

CEOs of Tomorrow works diligently to ensure youth enrolled in our programs are representative of the diversity that exist within the Madison communities we serve, targeting primarily vulnerable students facing economic and/or racial disparities. In 2018, 88% of our teen population were students of color. We plan to have similar demographics for the Innovation Studio program coupled with a curriculum that is intentionally culturally responsive, and a staff largely of people of color.

Environment & Safety

CEOs of Tomorrow has clearly documented physical and emotional safety and risk policies and procedures in place, which are reviewed by the collective staff before and implemented throughout each program.

2. PROGRAM STRUCTURE AND STAFFING

- a. Anticipated Frequency, Duration and Attendance: Please complete the table below. If you are proposing to provide a high school topical, skill or population focused at more than one location and the program structure is the same for all locations, please list all of the locations in the “Location(s)” cell in the table below. If the program structure varies amongst locations, please complete the rows for “Location #2” and the question following the table for any additional locations.

High School TSP	Frequency*	# of Program Hours Per Program Day	Annual Duration**	Adult to Youth Ratio	Anticipated Average Attendance per Program Day
Location(s): To be determined - please see explanation below chart for details.					
Afterschool	4 days per week	1.5 hours	14 weeks	1 to 4	4 at each site
Summer					
Location #2: Madison College					
Afterschool					
Summer	2 days per week	3	1 month	1 to 8	16

*Frequency=number of times per week, month, year (i.e. 5 days per week, 2x per month, 4x per year)**Annual Duration=number of weeks or months annually (i.e. 10 weeks, 6 months)

If applicable, please list any other locations with differences in the program structure as compared to the two high school topical, skill or population focused included in the table above.

The four program locations for the *Innovation Studio* will be determined by February 7, 2020, the last date of the Participant Notification Period. Teen program participants will be selected from the seven organizations that currently recruit and refer students from their schools or organizations to our youth programs. A team of 3-4 teens representing four different sites will be selected, and it will be these four sites where the programs will be held (Also detailed in 1c). At each site, one Business Coach will work directly with 4 teen-teams for 14 weeks - one day a week for 1.5 hours per day. In the summer during the month of July, all 16 participating teens will meet collectively at Madison College with the two Business Coaches assigned to the program.

Electing to work with a high-needs population coupled with the rigor of our college-level curriculum and Design Thinking focus, we strive to keep our program numbers and staff-to-student ratio low to further ensure student success. Ample research has shown that youth in smaller class sizes or receiving intensive small-group instruction receive more individualized attention and achieve better academic and social outcomes. This is an effective strategy for closing racially and socioeconomically-based achievement gaps highly prevalent in Madison. We also know that by strengthening one member of a family, the individual impact on the family and community is far-reaching.

- b. Total Annual Unduplicated High School-Age Youth: Anticipated unduplicated number of individual high school-age youth in the proposed programs: 16
- c. Program Schedule: If you are proposing to provide a topical, skill or population focused program at more than one location and the program schedule is the same for all locations, please list all of the locations in the “Location(s)” cell in Table 1 below. If the program schedules vary amongst locations, please complete Table 2 and the question following the tables.

Table 1

Location(s): To be determined - please see explanation below charts for details.			
Day	High School TSP	Start Time	End Time
Mon.	School Year	5:00 pm	6:30 pm
	Summer		
Tues.	School Year	5:00 pm	6:30 pm
	Summer		
Wed.	School Year	5:00 pm	6:30 pm
	Summer		
Thur.	School Year	5:00 pm	6:30 pm
	Summer		
Fri.	School Year		
	Summer		
Sat.	School Year		
	Summer		
Sun.	School Year		
	Summer		

If applicable, please list the third location and any subsequent locations. Include the specific program schedule(s) differences as compared to the two high school topical, skill or population-focused programs included in the tables above.

Each of the four sites will have a designated day of the week (either Monday, Tuesday, Wednesday or Thursday) where a Business Coach will work directly with the teen-team from 5:00 pm -6:30 pm weekly, or another after school time. In the summer, all 16 participating teens will meet as one group with the two Business Coaches assigned to the program.

d. Additional Activities: Do you anticipate providing activities for the high school TSP program that are not included in the table above? Please describe these activities, including location, frequency, hours and duration (i.e. special event, field trips, workshops or meetings).

To build additional capacity in our teen innovators, the program will also include field trips to manufacturing industries. Outside of the hours listed in the table above, the fieldtrips will take on select Saturdays and during the summer.

Additionally, outside of the hours listed in the table above, the participating teens will provide one-on-one coaching to each of their three assigned 8-12 year olds for a minimum of 3 hours during the month of July.

Finally, outside of the hours listed in the table above, the program will conclude with *imPACKful Day*, a celebration hosted by the teens on July 31, 2020 from 5:00 pm – 7:00 pm at the American Family Insurance Institute for Corporate and Community Impact.

Program Staffing: Full-Time Equivalent (FTE) – Include employees, AmeriCorps members and Adult Interns with direct program implementation responsibilities. FTE = % of 40 hours per week.

*Use one line per individual employee

Position Title*	Qualifications or Required Training	Location	FTE		
			TSP-Focused School Year	TSP – Focused Summer	Other Programs
Executive Director	Master’s degree in business, 15+ years of experience in business, K-12 education, and/or non-profit leadership	CEOs of Tomorrow	.08	.06	.92 school year .94 summer
Business Coach 1	2+ years of coursework and/or work experience in business, entrepreneurship, K-12 education, youth leadership or a related field	2 school or organization sites during the school year; Madison College during the summer	.125	.156	.375 school year .344 summer
Business Coach 2	2+ years of coursework and/or work experience in entrepreneurship, business, K-12 education, youth	2 school or organization sites during the school year; Madison College during the summer	.125	.156	.375 school year .344 summer

	leadership and/or a related field				
Office Assistant	1+ years experience working in an administrative capacity	CEOs of Tomorrow	.01	.02	.72
		Total:	.29	.18	2.58

- a. Volunteers: If volunteers will have direct contact with program participants, how are volunteers vetted, trained and supervised?

Not Applicable

3. COLLABORATION, COORDINATION AND RESOURCE LINKAGE

- a. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration or coordination with community partners.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
Summit Credit Union	Budgeting and money management instructors	Angela Fitzgerald Ward and Kristel Renn	No
Madison College	Curriculum alignment and liaison between college and CEOs of Tomorrow	Jilene Huizenga	No

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

Summit Credit Union

In 2017, beyond financial support, Summit Credit Union's Financial Education Coordinators became fully integrated into each of our These Teens Mean Business\$ programs by teaching financial literacy lessons within them. In the case of the *Innovation Studio*, CEOs of Tomorrow will invest up to \$400 in each team to create three boxes of their unique *imPACKful Creation*. Angela Fitzgerald-Ward will be teaching our participating teens how to budget and manage this investment in order to make the greatest impact with their resources. Kristel Renn will assist interested teens in opening Summit savings accounts.

Summit Credit Union Partnership Contacts:

Angela Fitzgerald and Kristel Renn; Financial Education Coordinators 608-243-5000

Madison College:

Through a collaborative partnership established in 2016, Madison College has joined CEOs of Tomorrow in creating pathways to college. In all, teens can earn up to 8 Madison College credits with successful completion of our various These Teens Mean Business\$ programs. All credits are

earned at no cost to our students and families. For the past four summers since our inception, Madison College has physically hosted our summer course, as well as the classes for our internship program for the past two summers. For the *Innovation Studio*, summer workshops will also be held there also.

In partnership with Madison College's Digital Credentials Institute, CEOs of Tomorrow is currently in the process of launching professional-learning badges for students' successful completion of each of its *These Teens Mean Business* programs, including *These Teens Mean Business Innovation Studio*. Each digital emblem signifies a level of achievement in specific skills or accomplishments and is linked to detailed content describing how the earner achieved the badge, as well as the specific knowledge and skills attained.

Madison College Partnership Contacts: Bryan Woodhouse; Assoc, VP, Strategic Partnerships & Innovation 608-443-9011/ Jilene Huizenga; Instructor in Small Business Entrepreneurship 608-246-6349/ Schauna Rasmussen; Dean Early College and Workforce Strategy 608-243-4478/ Lesley Voigt; Director of Digital Credentials Institute 608-616-1044

How do these partnerships enhance this proposal?

Summit Credit Union: Budgeting and managing money is a vitally important task. The sooner we can teach our teens how to manage, budget, and spend money wisely, the better prepared they will be to save, live within their means, and avoid wasteful spending and unmanageable debt.

Similarly, we realized very early on that most of our participating teens lacked bank accounts and had little to no money management skills. Teaching them about money while they are young by opening savings accounts is a great way to help them mature and become financially responsible. In 2018, every participating teen ended our program with a bank account at Summit Credit Union or another financial institution. We are on track to do the same this year.

Madison College: First, the partnership provides an accelerated pathway to college for our participants after high school and into adulthood and increases the number of first-generation teens who consider post-secondary education. Secondly, the digital badge offers a unique approach to capturing the learning and progress toward a goal in a way that will showcase our teens' learned knowledge and allows them to advance in skill levels at a pace that is appropriate yet challenging. Ultimately, the badge will inspire our young leaders to track their learning journey and display their skills and accomplishments proudly. The badge is easy to share on social media and will be tethered to our organization and Madison College to validate and verify achievement.

Beginning in the fall of 2019, CEOs of Tomorrow will fully implement its digital credentials, each aligned to the now five *These Teens Mean Business* programs and begin issuing them to our students for successful program completion.

What are the decision-making agreements with each partner?

Summit Credit Union

With each of our programs, CEOs of Tomorrow and the Financial Education Coordinators at Summit Credit Union work together to design the curriculum they will teach to our teens that best aligns with the related goals and objectives of each individual program.

Madison College:

Prior to and at the end of each summer, CEOs of Tomorrow’s Executive Director and Internship Coordinate meet with the Madison College contacts to review and enhance our collaborative goals and outcomes for our aligned courses/programs. It is at these meetings where we collectively determine and document how we will each support one another and work together toward our common goal, the success of our teens.

- b. Resource Linkage and Coordination: What resources are provided to participants and their families by your proposed program? How does the program coordinate and link families and participants to these resources?

The *Innovation Studio* program will link our families to both educational and financial management resources, as described in Part 3.

4. DATA USE, MANAGEMENT AND MEASURES OF SUCCESS

- a. Please identify the Community Indicator(s) of Success for School-Age Children and Youth, from the RFP Guidelines, that is addressed by your proposed program:

The community-wide indicators of social change that the proposed program seeks to improve with this funding include:

- Increase in proportion of low-income children and youth, and children and youth of color who exhibit developmentally-appropriate social, emotional and academic skills.
- Increase in high school graduation rate, by race and ethnicity

- b. Did the Data Tool Kit or other sources of data affect your program design, recruitment strategies, and choice of outcomes objectives? If yes, how?

CEOs of Tomorrow is committed to providing equal opportunity for all youth, particularly those most vulnerable and faced with economic, educational and/or racial disparities evident in Madison’s large racial achievement and unemployment gaps. The researched data previously described in Section 1g of this proposal had a direct impact on the creation of a culturally rigorous, relevant and applicable curriculum provided by our Business Coaches and supervised by the Executive Director.

- c. Please identify at least one Program Outcome for your proposed program(s), from the RFP Guidelines 1.4, that you will track and measure. Complete the table below.

High School Topical/ Skills/Population Program Outcome(s)				
Outcome Objective # 1	To increase in social-emotional learning (SEL) in two core competencies of participating youth, as well as their sense of belonging and leadership in the community (noted in narrative below chart)			
Performance Standard	Targeted Percent	85%	Targeted Number	13
Measurement Tool(s) and Comments:				
Pre- and post-assessments:				

If necessary, add additional outcome objectives, performance standards, targeted percent, targeted number, and measurement tools:

Goals and objectives for the *Innovation Studio* program have been established to measure progress and plan for continuous program improvement.

Goal 1: To increase in social-emotional learning (SEL) in two core competencies of participating youth, as well as their sense of belonging and leadership in the community

Objective: By the end of the program, 85% of participating teens will be able to demonstrate capacity to integrate skills, attitudes, and behaviors in the two identified core SEL competencies, as measured by pre- and post-assessments:

- Core Competency 1: Responsible Decision Making - the ability to make constructive choices about personal behavior and social interactions based on ethical standards, safety concerns, and social norms
- Core Competency 2: Social Awareness - the ability to take the perspective of and empathize with others, including those from diverse backgrounds and cultures

Goal 2: For teens to lead in the creation of business learning boxes for children as a systematic process of tackling relevant social problems

Objective: By the end of the program, 85% of participating teens will have created and distributed one innovative, team-made *imPACKful Creation* (business in a box) to three children who will launch the business activity for social good using the components within the box

Goal 3: To build entrepreneurs dedicated to impact social change in their communities

Objective: By the end of the program, at least eight children ages 8 to 12 year olds will address an important local social issue as a result of launching their *imPACKful Creation* provided to them by the teen creators and measured by their business financial results and level of social impacts

Goal 4: To demonstrate proficiency in the design thinking process and application to addressing a real-world issue resulting in an earned digital learning badge

Objective: By the end of the program, 85% of participating teens will have earned and acquired an *imPACKful Innovation Badge*, a digital learning badge verifying their successful completion of the program and knowledge acquisition in design thinking as measured by pre- and post- assessments (see 3a for details on digital badge)

- d. What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures and expenses? Describe how client confidentiality and contract compliance with data and documentation will be maintained.

CEOs of Tomorrow will use the MOST Information System (MIS) data management system, which provides a simple, streamlined way to manage participants, track attendance, and document

progress across programs. Spearheaded by Madison Out-of-School Time (MOST) and piloted by local youth-serving agencies, it has been proven to provide faster, more precise data to meet reporting requirements, improve evaluation and outcomes work, and create efficiencies for users on a system, program and individual student level.

The data sharing agreement between CEOs of Tomorrow and MMSD created for MIS users ensures the data belongs to our organization and it is never accessible to others outside of it. The system also allows for users within our organization to have predetermined levels of access to data further protecting the confidentiality of our students and their information.



APPLICATION FOR 2020 SCHOOL-AGE CHILD AND YOUTH PROGRAMS

1. ORGANIZATION CONTACT INFORMATION

Legal Name of Organization	CEOs of Tomorrow Inc.	
Mailing Address	2702 Internation Lane, Suite, Madison, WI 53704	
Telephone	608-298-6949	
FAX	608-982-0909	
Director	Roxie Hentz, Ph.D.	
Email Address	rhentz@CEOsOfTomorrow.com	
Additional Contact	Sam Harrington	
Email Address	sharrington@CEOsOfTomorrow.com	
Legal Status	Private: Non-Profit	
Federal EIN:	30-0941154	

2. PROPOSED PROGRAMS

Program Type	2020 Request		Program Name
	Letter	New?	
Elementary Programs	A	\$0	
Contact:		Phone:	Email:
Middle School Programs	B	\$0	
Contact:		Phone:	Email:
High School Programs	C	\$23,000	These Teens Mean Busines\$ Innovation Studio
		NEW	
Contact: Roxie Hentz		Phone: 608-298-6949	Email: rhentz@CEOsOfTomorrow.com
TOTAL REQUEST		\$23,000	

DEFINITION OF ACCOUNT CATEGORIES:

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

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

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

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

3. SIGNATURE PAGE

AFFIRMATIVE ACTION

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

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520.

If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

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

4. SIGNATURE

Enter name:

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

DATE

INITIALS:

ORGANIZATION:

CEOs of Tomorrow Inc.

ORGANIZATIONAL PROFILE

1. ORGANIZATION HISTORY, VISION STATEMENT, MISSION STATEMENT AND VALUES

Founded in 2016, CEOs of Tomorrow's mission is to inspire youth to unlock their entrepreneurial gifts and use them to make the world a better place. Our programs focus on social entrepreneurship education, financial literacy, and college and career readiness with a vision to shape global and competitive youth entrepreneurs who thrive by thinking and acting as changemakers. We are dedicated to building the next generation of innovators and problem solvers driven to make a difference today.

2. ORGANIZATION EXPERIENCE AND QUALIFICATIONS PROVIDING PROPOSED PROGRAM(S): Describe length of experience and specific qualifications. List current child and youth programs with their inception date.

CEOs of Tomorrow currently offers four teen programs. In These Teens Mean Business\$ (TTMB) Course, launched in 2016, teens learn business finance, marketing, and other business concepts and apply them to a 1-day social enterprise. TTMB Incubator, launched in 2017, is a 12-week training lab that provides guidance and seed money to teens to launch business ideas designed to promote positive change in their communities. In TTMB Summer Internship program, launched in 2018, teens bring learned concepts to area businesses and gain experience, skills, and professional relationships while working alongside entrepreneur-employers. In TTMB Global Excursion Program, launched in 2019, teens travel to Botswana, Africa and apply learned knowledge and skills to a social entrepreneurial project with orphaned teens living there. In all, our teens can earn up to 8 Madison College credits and 2.25 high school credits. To date, our teens have piloted 44 of their own revenue-generating business ideas addressing social issues of importance to them. All have resulted in earned profits distributed to them. Their pilots have also enabled them to gift supplies and monies to directly support other local organizations addressing similar issues. Dr. Roxie Hentz leads the organization with close to 30 years of experience in the education field and over 20 years of experience leading non-profit youth organizations.

3. ORGANIZATION UPDATE: Describe any significant change or shifts that the agency has experienced in the last few years, or that you may anticipate in the next few years. For example, changes in leadership, significant turnover in staffing, strategic planning processes, expansions or loss of funding. What, if any, affects will these shifts have on the agency's ability to provide contracted services? If there are no changes, write "no changes" in box below.

Beyond expected and continuous annual growth in programs, staff and revenue, there have been no significant changes or shifts in the organization.

4. COMMUNITY ENGAGEMENT:

Describe your organization's relationship with the community served. Include how you solicit feedback from the community, adapt your work to meet the needs of the community, community members are included in planning activities or programs, and service recipients are included in the governing structure of your organization. How do these efforts improve your services?

Include specific strategies that address client, participant, and community engagement.

Program evaluations play a vital role in our organizational planning, as well as continuous development and improvement. We rely heavily upon the data collected throughout each program. Parents and youth provide formal and informal feedback designed to examine, discuss, and plan ongoing program iterations to improve the quality and experience of our offerings. At the conclusion of every program, participants and/or parents complete online feedback surveys with questions related to the overall program design and experience, safety, level of engagement, value of new skills learned, social issue themed activities, engagement of family/community program completion events, and staff-youth relationships. 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 feedback from our partners, youth, and their families and use it to make enhanced program corrections, pivots, and iterations.

To validate and inform the design and development of all new programs, we hold brainstorming sessions in the form of focus group discussions, designed to gain input from stakeholders (board members, staff, community partners, parents and youth) and regularly meet with local field experts to ensure curriculum content rigor, relevance and advances. Finally, we meet regularly with Madison College to align our curriculum and programs to college courses that provide college access and pathways for our youth.

5. DATA: Describe any qualitative or quantitative data sources about the community served that you use to inform your decisions (e.g., input or involvement in the creation, design, implementation, and feedback for services)?

How does the use of this data improve your services?

The results from the 2018 National Assessment of Educational Progress Study showed persistent achievement gaps between students of color and low-income families compared to peers who are White or from more affluent families. Madison's education data reveals even more glaring disparities, including low access to advance courses for students of color. With the high school transcript being among the most influential documents influencing the future, disparities continue to broadly impact access to higher education and higher-skilled jobs. According to Learning Policy Institute, an organization that conducts and communicates independent, high-quality research to improve education policy and practice, teachers of color help close achievement gaps for students of color and are highly beneficial for students of all races. Although more teachers of color are being recruited across Madison area schools, the rate of increase is slow and attrition rates are high, leaving growing gaps between the demand for and availability of these educators.

The fact that CEOs of Tomorrow's curriculum and staff selection is very intentionally culturally responsive makes these study outcomes all the more relevant for the organization and the diverse student population it serves. Our unique curriculum is aligned to Wisconsin Academic Standards, the National Business Administration Curriculum Standards, and the 21st Century Standards to ensure our participating teens receive advanced, rigorous, culturally relevant, and meaningful curriculum linked to opportunities to earn college and high school credits with program completion. CEOs of Tomorrow has an educational staff that is largely people of color, including the Executive Director. We know having staff-instructors of color makes a huge difference. Our leader is a licensed Wisconsin Professional Educator with experience that includes serving as a state Education Consultant for the lowest functioning school districts in Wisconsin, a Culturally Responsive Teacher Leader for a large urban school district, and a Teacher Mentor for new and struggling educators. With specialized training in culturally responsive pedagogy, its staff recognizes the unique brilliance in all of our youth and develops authentic and supportive relationships with each of them. We regularly hear that our "special sauce" is in our nurturing, inclusive, caring, and respectful family-like environment.

6. BOARD-VOLUNTEER DEMOGRAPHICS

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

DESCRIPTOR	BOARD		VOLUNTEER		MADISON*		
	Number	Percent	Number	Percent	GENERAL	POVERTY	R/POV**
					Percent	Percent	Percent
TOTAL	4	100%	34	100%			
GENDER							
MALE	0	0%	14	41%			
FEMALE	4	100%	20	59%			
UNKNOWN/OTHER	0	0%	0	0%			
TOTAL GENDER	4	100%	34	100%			
AGE							
LESS THAN 18 YRS	0	0%	15	44%			
18-59 YRS	4	100%	14	41%			
60 AND OLDER	0	0%	5	15%			
TOTAL AGE	4	100%	34	100%			
RACE							
WHITE/CAUCASIAN	1	25%	19	56%	80%	67%	16%
BLACK/AFRICAN AMERICAN	3	75%	15	44%	7%	15%	39%
ASIAN	0	0%	0	0%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	4	100%	34	100%			
ETHNICITY							
HISPANIC OR LATINO	0	0%	10	29%	7%	9%	26%
NOT HISPANIC OR LATINO	4	100%	24	71%	93%	81%	74%
TOTAL ETHNICITY	4	100%	34	100%			
PERSONS WITH DISABILITIES	0	0%	0	0%			

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

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

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

7. Does the board composition and volunteer pool of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this?

Board composition is a critical element in our organization's ability to understand and impact program outcomes. We are very intentional in selecting board members and soliciting volunteers that are largely racially and culturally diverse to ensure a breadth and depth of varied perspective. Nevertheless, in 2020, we plan to recruit 1-2 additional board members from ethnic groups not currently represented on our board and are even more representative of our youth population. Because our board is not only a governing body but also a working board, building human capital within the organization as it grows is also important. In searching for board candidates, we will continue to keep the racial and cultural diversity needs of our families at the forefront.

8. ORGANIZATION REVENUE DETAILED BY PROPOSED PROGRAM

REVENUE SOURCE	2020 PROPOSED	2020 PROPOSED PROGRAMS			OTHER PROGRAMS
		A	B	C	
DANE CO HUMAN SVCS	30,000	0	0	0	30,000
DANE CO CDBG	0	0	0	0	
MADISON-CDD	47,000	0	0	23,000	24,000
UNITED WAY ALLOC	0	0	0	0	
UNITED WAY DESIG	0	0	0	0	
OTHER GOVT	0	0	0	0	
FUNDRAISING DONATIONS	14,500	0	0	1,500	13,000
USER FEES	1,500	0	0	0	1,500
OTHER	195,500	0	0	12,000	183,500
TOTAL REVENUE	288,500	0	0	36,500	252,000

9. List the funding sources included in "Other"; describe your organizations fundraising history, structure and results.

Include any other relevant information about revenue and expenses.

OTHER INCOME - 2020 Secured Funding

American Family Insurance: \$84,000

Schlecht Family Foundation: \$50,000

CUNA Mutual Foundation: \$25,000

Madison Community Foundation: \$7,000

Prairie Phoenix Academy: \$5,000

Internship Sponsor Contributions: \$6,000

CEOs of Tomorrow's Founding Executive Director (ED) provided the organization with a small start-up loan, with the vote of the board, to be used in furtherance of its tax-exempt educational and charitable purposes for its start-up costs and launch of its 2016 program. The loan agreement includes a very low interest rate, manageable repayments, and a full cancellation and forgiveness of any remaining balance if the organization is ever dissolved. In review of its conflict of interest policy and excluding the Executive Director, the board researched the terms and cost of securing a start-up loan of the same amount from a traditional lender and determined by vote that the ED's loan was in its best interest.

Since inception in 2016, CEOs of Tomorrow has experienced significant financial growth. In 2017, the organization's first full year, total revenue reached over \$46,000. Compared to 2017, its total revenue more than tripled by the end of 2018. It also grew its funding streams from one governmental grant, four foundation donors, and five corporate donors in 2017 to two governmental grants, eight foundation donors and nine corporate donors in 2018, while maintaining its financial supporters from the previous year.

Through partnerships with Madison College since 2016, Edgewood College since 2017, and American Family Insurance Institute for Social and Corporate Impact since 2018, we have been fortunate to receive all youth program space as in-kind donations, which has played a significant role in retaining earnings.

10. PERSONNEL DATA: Personnel Schedule

Indicate the number of 2020 Proposed Full-Time Equivalents (FTEs) in each staff position, across all agency programs.
 Indicate the total salaries for all FTEs in that staff position. Do NOT include payroll taxes or benefits in this table.
 Indicate base hourly wage for each position.

Staff Position/Category	2020		2020 PROPOSED FTEs BY PROGRAM				
	Proposed FTE	Proposed Salary	Hourly Wage	Elem FTE	Middle FTE	High FTE	Other FTE
Executive Director	1.00	\$60,000	\$28.86	0.04	0.00	0.60	0.36
Office Assistant	0.75	\$22,230	\$14.50	0.03	0.00	0.50	0.22
Internship Coordinator	0.28	\$9,300	\$16.00	0.00	0.00	0.28	0.00
Business Coach	0.50	\$14,560	\$14.00	0.02	0.00	0.48	0.00
Business Coach	0.50	\$14,560	\$14.00	0.02	0.00	0.48	0.00
Business Coach Intern-paid by college	0.02	\$0	\$0.00	0.02	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
	0.00	\$0	\$0.00	0.00	0.00	0.00	0.00
TOTAL FTEs	3.05			0.13	0.00	2.34	0.58

11. AGENCY GOVERNING BODY

How many Board meetings were held in 2018?	8
How many Board meetings has your governing body or Board of Directors scheduled for 2019?	10
How many Board seats are indicated in your agency by-laws?	at least 3 and no more than 9

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

Name	Iris Lowery - Board President			
Home Address	4117 N. 90th Street, Milwaukee WI 57222			
Occupation	Human Resource Business Partner			
Representing	Children's Hospital of Wisconsin			
Term of Office	6 years	From:	01/2016	To: 01/2022
Name	Jessica Bartelt- Board Secretary			
Home Address	1408 Greenfield Circle, Madison, WI 53590			
Occupation	Automation Specialist			
Representing	Wisconsin Department of Public Instruction			
Term of Office	5.5 years	From:	01/2016	To: 06/2021
Name	Donnetta Foxx - Board Treasurer			
Home Address	350 Oak Street, Evansville, WI 53536			
Occupation	Program Leader for Community Restorative Court			
Representing	Dane County Department of Human Services			
Term of Office	5 years	From:	01/2016	To: 01/2021
Name	Roxie Hentz - Member			
Home Address	902 Tony Drive, Madison, WI 53704			
Occupation	Independent Education Consultant and Executive Director			
Representing	Hentz Solutions, LLC			
Term of Office	6 years	From:	01/2016	To: 01/2022
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
Name				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy

ORGANIZATION:

CEOs of Tomorrow Inc.

REQUESTED AMOUNT:

PROGRAM:

High School Programs

23,000

1. Total unduplicated number of individual high school-age youth across all of your proposed programs:

34

What is your best estimate for the percentage of your program population who qualify for free or reduced school lunch?

80%

2. DEMOGRAPHICS: Complete the following chart for unduplicated participants served by this program in 2018. Indicate the number and percentage for the following characteristics. For new programs, estimate projected participant numbers and descriptors.

You will receive an "ERROR" until completing the demographic information.

DESCRIPTOR	PART #	PART %	STAFF #	STAFF %
RACE				
WHITE/CAUCASIAN	4	12%	2	33%
BLACK/AFRICAN AMERICAN	14	41%	3	50%
ASIAN	2	6%	1	17%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%
MULTI-RACIAL	3	9%	0	0%
BALANCE/OTHER	11	32%	0	0%
TOTAL RACE	34	100%	6	100%
ETHNICITY				
HISPANIC OR LATINO	11	32%	0	0%
NOT HISPANIC OR LATINO	23	68%	6	100%
TOTAL ETHNICITY	34	100%	6	100%
AGE				
<2	0	0%		
2 - 5	0	0%		
6 - 12	0	0%		
13 - 17	34	100%		
18 - 29	0	0%		
30 - 59	0	0%		
60 - 74	0	0%		
75 & UP	0	0%		
TOTAL AGE	34	100%		
PERSONS WITH DISABILITIES				
	0	0%		
RESIDENCY				
CITY OF MADISON	24	71%		
DANE COUNTY (NOT IN CITY)	10	29%		
OUTSIDE DANE COUNTY	0	0%		
TOTAL RESIDENCY	34	100%		
TOTAL				
	34	100%		
MALE	17	50%		
FEMALE	17	50%		
UNKNOWN/OTHER	0	0%		

ORGANIZATION:

CEOs of Tomorrow Inc.

PROGRAM:

High School Programs

3. PARTICIPANT DEMOGRAPHICS: The City is interested in addressing issues of poverty and racial equity for residents of Madison. Please comment on your programs current service participants and identify your underserved population(s).

Explain how you understand any disparities and plans you have to address these issues.

The foundation of CEOs of Tomorrow's current programs lie in our These Teens Mean Business Suite, four programs designed for high school students. We are committed to providing equal opportunity for all youth, particularly those most vulnerable and faced with economic, educational and/or racial disparities evident in Madison's large racial achievement and unemployment gaps and our demographic data supports this. In 2018, of the 34 unduplicated high teens we served in 2018, 39.4% identified as African-American, 33.3% Latino, 12% White, 9.1% mixed race, and 6.1 Asian. Of these students, 80% received program-fee scholarships due to low-income or financial hardship.

The results from the 2018 National Assessment of Educational Progress Study showed persistent achievement gaps between students of color and their White peers, and Madison's education data reveals even more glaring disparities. In reviewing 2017-2018 ACT Composite Scores on the Department of Public Instruction's Wisconsin Information System for Education (WISEdash) by race for MMSD students, Black students had an average score of 15.4 and 17.4 for Hispanic students compared to 24.3 for their White classmates. With the ACT scores being among the most important documents influencing access to college and with the average ACT score being 20.8, Madison's student of color are lagging far too behind. These disparities resulting from this continue to broadly impact access to higher education and higher-skilled jobs. Additionally, one's ACT score is among the most important documents influencing access to college.

The curriculum for each of our These Teens Mean Business programs is aligned to Wisconsin Academic Standards, the National Business Administration Curriculum Standards, and the 21st Century Standards to ensure our participating teens receive advanced, rigorous, culturally relevant, and meaningful curriculum linked to opportunities to earn college and high school credits with program completion at no cost.

4. STAFF DEMOGRAPHICS: Does the **staffing** of the program reflect the racial and cultural diversity of the residents served?

If not, what plans do you have to address this?

CEOs of Tomorrow has an educational staff that is largely people of color, including the Executive Director. We know having staff-instructors of color makes a huge difference. We have, however, been in search of a Latino Business Coach to add to our team, especially seeing that we have a large Latino student population that have found their home at CEOs of Tomorrow. In the meantime, both Centro Hispano and one of ELL MMSD school counselor fluent in Spanish have both been very helpful in supporting us with translation for our Latino parents needing it.

With our students at the heart of our drive, we provide specialized training in culturally responsive pedagogy, and our staff recognize the unique brilliance in all of our youth and develop authentic and supportive relationships with each of them.

ORGANIZATION:	CEOs of Tomorrow Inc.
PROGRAM:	High School Programs

PROGRAM BUDGET

5. 2019 BUDGET

REVENUE SOURCE	SOURCE TOTAL	ACCOUNT CATEGORY			
		PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0				
DANE CO CDBG	0				
MADISON-CDD	0				
UNITED WAY ALLOC	0				
UNITED WAY DESIG	0				
OTHER GOVT	0				
FUNDRAISING DONATIONS	0				
USER FEES	0				
OTHER	0				
TOTAL REVENUE	0	0	0	0	0

6. 2020 PROPOSED BUDGET

REVENUE SOURCE	SOURCE TOTAL	PERSONNEL	OPERATING	SPACE	SPECIAL COSTS
DANE CO HUMAN SVCS	0				
DANE CO CDBG	0				
MADISON-CDD	23,000	11,500	8,500	1,000	2,000
UNITED WAY ALLOC	0				
UNITED WAY DESIG	0				
OTHER GOVT*	0				
FUNDRAISING DONATIONS	1,500		1,000	500	
USER FEES	0				
OTHER**	12,000	7,400	4,100		500
TOTAL REVENUE	36,500	18,900	13,600	1,500	2,500

*OTHER GOVT 2019

Source	Amount	Terms
	0	
	0	
	0	
	0	
	0	
TOTAL	0	

**OTHER 2020

Source	Amount	Terms
American Family Insurance	12,000	Pending: for Innovation Studio Program
	0	
	0	
	0	
	0	
TOTAL	12,000	

ORGANIZATION:

CEOs of Tomorrow Inc.

PROGRAM:

High School Programs

7. List the funding sources included in "Other" and include any other relevant information about revenue and expenses.

Because the These Teens Mean Business Innovation Studio program is a new program launching in 2020, there was no 2019 program.

Other Pending Revenue: American Family Insurance Foundation: \$12,000 to be used toward the cost of the These Teens Mean Business Innovation Studio program.