



CareerWise Colorado
MODERN YOUTH APPRENTICESHIP



LETTER FROM THE GOVERNOR

To the CareerWise Colorado Community

In Colorado, we take pride in our ability to collaborate and come together around good ideas. It has been the foundation of our success to date, and it's what will set us apart as our economy grows and Colorado takes its place as a leader in the 21st Century American economy.

As a state, Colorado is passionate about innovation and committed to breaking down the boundaries between traditional silos like education and workforce. That's why I'm so proud to advocate for CareerWise Colorado, the nation's only modern, statewide youth apprenticeship system. Because even today, when the way we learn and access information is rapidly changing, there are still too many good jobs at leading Colorado companies going unfilled because of a lack of skilled talent here in our communities. What's worse, there are still many students who don't get the chance to learn and practice the skills they'll need to succeed in a new economy. CareerWise is taking the lead to ensure that Colorado's own students get first and best access to exceptional opportunities that can set them on the path to success.



Apprenticeships have an honored place in our country — people learning valuable skills at work from master craftspeople, earning while they learn, and obtaining valuable credentials. CareerWise translates that tradition into modern youth apprenticeships in fields like IT, business operations, financial services, advanced manufacturing, and healthcare.

The nature of work and education is changing and Colorado isn't going to wait to see what happens. We've always been at the forefront of a new frontier; now, the country is watching as we forge new roads to connect education with today's work, so that students can develop the skills they need for success while meeting critical workforce needs for our Colorado businesses.

It's a true win-win for our state and for the nation.

With support,
Governor John Hickenlooper

LETTER FROM THE FOUNDER & CEO

To Our CareerWise Colorado Supporters

Thank you.

At CareerWise, we are humbled on a daily basis by the power of modern youth apprenticeship.

Thanks to the incredibly hard work of our partners and staff, Colorado is leading the way in demonstrating how young people can benefit from workplace experiences to inform, improve, and further their education while contributing to thriving businesses across our state. From Arrow Electronics in the Denver Tech Center, to ProStar GeoCorps in Grand Junction, to HomeAdvisor in Golden, our apprentices show up each and every day to prove that young people are ready to advance our economy and position themselves - and their communities - for long-term success.

In just two short years of operations, CareerWise Colorado has successfully built and launched the nation's first modern, statewide youth apprenticeship system. In the following pages, you'll see how quickly Colorado's students and businesses have jumped on board and how the changes we're already driving will have systemic impact as our program grows and scales.

But our work is just beginning. As we capture our early successes and learn from our pioneering participants in our pilot program, we are being called on to take these lessons across the country.

With humility and sincere gratitude for your support to date, we ask you to stick with us on what will be an incredible journey of growth and change. In the coming years, we will strive to revolutionize the way we learn –at school and on the job – and the way we work – in the office and in the classroom – so that every person, no matter his or her circumstances, can map a route to success in the 21st Century economy.

Thank you for your continued patronage, your participation, and your partnership.

Sincerely,
Noel Ginsburg

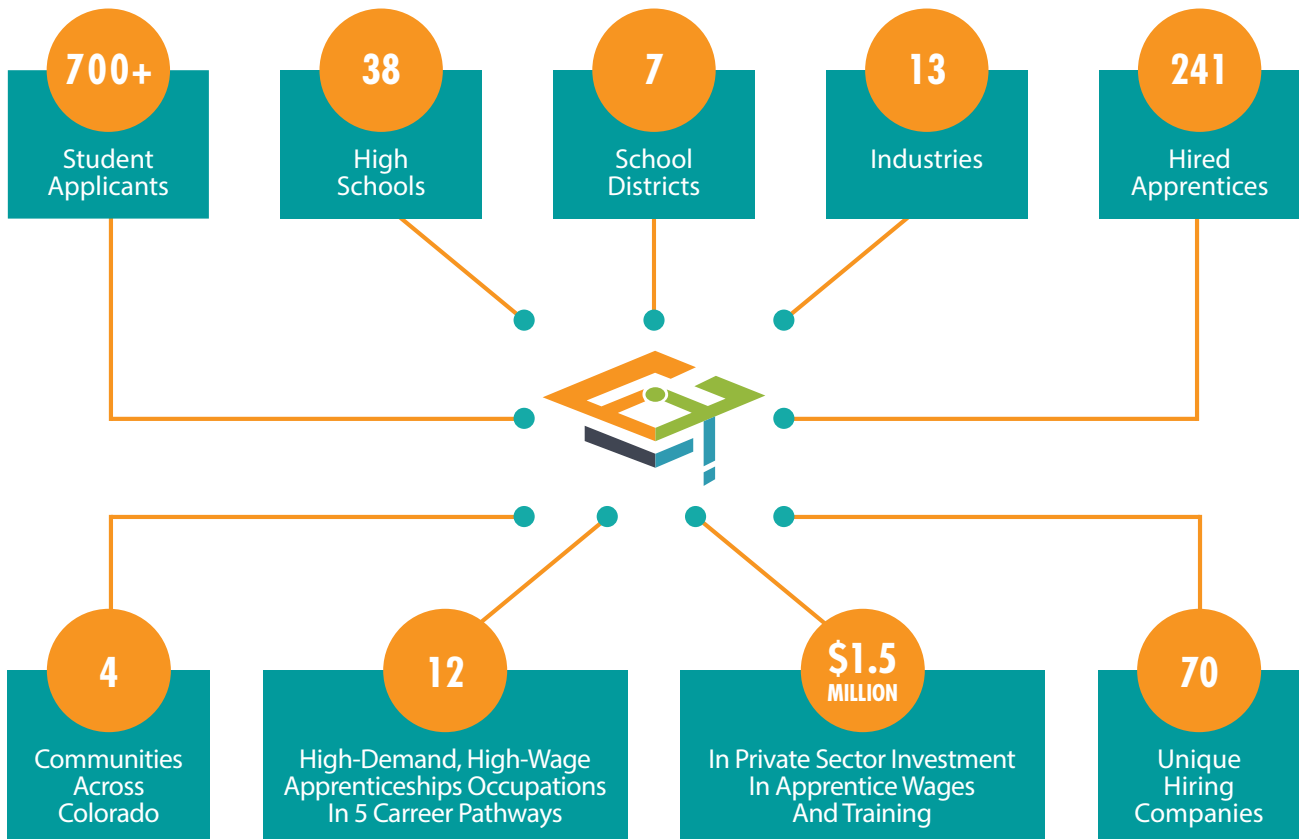


IMPACT



CareerWise is changing the way communities across Colorado are thinking about how we prepare young people for the jobs in the 21st Century economy. In fact, our high school apprentices who are working right now in companies like Pinnacol Assurance, HomeAdvisor, Otterbox, Arrow Electronics and Janus Henderson are shattering their coworkers' preconceived notions about young people in the workplace. Our pioneering CareerWise apprentices, from downtown Denver to Grand Junction, are opening the door wider to new opportunities so that more young people can join them as they make their way—faster and more affordably—to a challenging, in-demand, well-paying career.

PROGRESS THROUGH 2018



Just one year into their three-year apprenticeships, more than 75 percent of our inaugural apprentices have reported that the experience they're already amassing at their workplace will be valuable to their future career. Plus, they're reporting very high levels of engagement with their apprenticeship work across the board. But more than that, apprenticeship is fundamentally changing the way they think about the workplace and the value of their education, particularly when it comes to preparing them for 21st Century challenges and opportunities. Apprentices are more focused in their high school classrooms, making sure to pick up the concepts they need to apply in the workplace. They're more excited about continued education as a result of seeing what their coworkers have been able to achieve. And, they're better prepared to pick an education program that will help them achieve their own goals, which have been informed by the role models they work side-by-side with at their apprenticeship. And even if they decide that further education isn't the right choice for them, they're gaining the skills and experience needed to transition into an in-demand, well-paying job immediately after their apprenticeship.

“With CareerWise, we are getting to mold an apprentice into the ideal employee, and we're teaching them all the skillsets that are so critical in our industry, the financial industry. We're creating a new pathway and we're retaining talent within our community by doing so. And we get a really awesome employee to work with every day!”

Bonnie Masters
Supervisor at Bank of Colorado

“CareerWise has changed my whole perspective. This program will give you the tools to become something better than you are today. It gives you the chance to get closer towards your goal, towards your degree, and towards your future career.”

Marco Knight
Apprentice at Pinnacol Assurance

But our model wouldn't be taking hold so quickly in Colorado's rapidly growing economy if it didn't also make sense—and cents—for business, too. That's why every CareerWise youth apprenticeship is designed to provide a positive return on the investment that employers make in their apprentices. In fact, businesses are telling us that their apprentices are already becoming productive employees against core business workstreams—much, much faster than they anticipated. In some cases, businesses are already anecdotally reporting that positive ROI just two years into the program. Apprentices free up their more experienced co-workers from elements of their jobs that are less challenging, but essential; this type of work provides both learning for the apprentice and management practice for emerging company leaders. Perhaps even more importantly, however, the most common feedback from employers is the way their CareerWise youth apprentices have brought a breath of fresh air into their workplace culture. CareerWise apprentices' energy, enthusiasm, eagerness and curiosity are catalyzing new and important conversations about culture, processes, technology and talent across key sectors in Colorado.

MODELS

WHAT ARE MODERN YOUTH APPRENTICESHIPS?

CareerWise modern youth apprenticeship is a three-year, hands-on learning experience in which students step out of the classroom beginning in the 11th grade and get trained—and paid—for doing meaningful work for a company. Apprentices graduate on time from high school

and finish their apprenticeship prepared for a high-demand career and with a head-start on college, should they choose that path. Armed with experience, both in the workplace and in the classroom, apprentices also gain critical insight into how to apply their education to their professional goals.

HOW IT WORKS	YEAR 1	YEAR 2	YEAR 3
HIGH SCHOOL ACADEMIC CLASSES	3 DAYS PER WEEK	2 - 3 DAYS PER WEEK	NONE
ON-THE-JOB TRAINING	12 - 16 HOURS PER WEEK	20 - 24 HOURS PER WEEK	32+ HOURS PER WEEK
HIGHER ED PARTNERS COLLEGE-LEVEL COURSEWORK ALIGNED WITH YOUR PATHWAY	COLLEGE COURSES BASED ON YOUR GOALS & READINESS The instruction you receive here will provide you debt-free college credit and the knowledge you need for your nationally recognized industry certification. Typically, courses are taken in the second half of the apprenticeship.		

CareerWise career pathways apply across industries and reflect high-growth fields. Here are some of the roles our apprentices are working in today:



A BUSINESS-DRIVEN MODEL

CareerWise is more than a new type of program for young people. CareerWise is a business-led talent acquisition and retention strategy for companies who recognize the changing nature of work and education, and who want to be able to compete for the best local talent to fill their pipeline.

Youth apprenticeship can reduce turnover costs and increase employee retention and loyalty. It creates industry alignment around key skills for quickly growing occupations, and allows businesses to develop a skilled workforce to compete—whether that competition is across the street or across the globe. And of course, apprentice productivity provides a positive return on the investment that the employers make in their apprentices.

At scale, businesses will sustain modern youth apprenticeship. Because in addition to investing in the

wages and training costs for their apprenticeships, businesses also invest in CareerWise and the intermediary support that we provide.

In fact, more than 80 percent of our employer partners are already providing business fees to CareerWise, above and beyond the cost of their apprentice. That means that very soon, as youth apprenticeship expands and deepens across Colorado, the private sector fees will eclipse the investment of the philanthropic community and we'll be on the path to financial sustainability.

SUSTAINABILITY

Total investment in CareerWise Colorado system by business and philanthropy
\$M/year

- Business paid Apprentice Wages
- Business paid Apprentice Training
- Business Partner Fees to CWC
- Philanthropy



\$M	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Wages	.4	1	3	5	9	17	35	68	120	68	231	671
Training	.2	1	1	2	4	7	13	26	43	62	76	234
Fees	-	-	0	0	1	2	5	10	17	24	28	87
Total Business Investment	.6	2	4	7	14	26	53	104	180	267	335	992
Philanthropy	5	6	7	9	10	13	12	9	6	1	0	78
Total, \$M	5.6	8	11	16	24	39	65	113	186	268	335	1,070

APPRENTICE STORY

MARIA CORONA GARCIA

“I now feel more prepared for what the real world looks like. I am more mature and making good decisions.”

Maria Corona Garcia



**BUSINESS OPERATIONS &
PROPERTY CASUALTY REP**



**HOLMES MURPHY
DENVER, CO**

EYE ON THE FUTURE

Maria is a junior at Abraham Lincoln High School in Denver. When she and a friend attended an information meeting about CareerWise’s apprenticeship program, she decided to check it out.

“It sounded like a great opportunity to get the work experience I will need in the future,” Maria said. She was also attracted to the opportunity to earn up to 30 hours of debt-free college credit.

Hired as a property casualty representative at Holmes Murphy, a national brokerage firm with a Denver branch, Maria assists various departments. She supports projects ranging from client invoicing to reviewing client insurance policies, and recently helped organize an event.

Maria has learned to use Excel spreadsheets and other software tools, tasks she finds rewarding because they involve math—a subject for which she has a deep affinity. She is interested in pursuing a bachelor’s degree at Metro State University after she completes her apprenticeship, with an eye on becoming an accountant.

Previously, Maria already had her eye on college. But being an apprentice has confirmed her plans to continue studying—and solidified her vision for the future.

“I might like a full-time job like this later. I want to go into business,” she said. Her CareerWise apprenticeship is providing the perspective she needs to make informed decisions about why further higher education is important to her career goals.

LEARNING TIME MANAGEMENT & SELF-ADVOCACY

Maria is developing technical skills through a hands-on environment where she can learn by doing. But she is also developing skills she hadn't considered—such as how to manage her time better. Attending school three days per week and going to work twice weekly, she has figured out how to prioritize tasks and balance her time between school, work and social activities.

"I'm more responsible. It's some challenging stuff, but I've learned how to get over it and overcome," she said.

Maria has also learned to advocate for herself. As a shy person, she traditionally stayed quiet when she needed

help, but that has changed now. For example, she had been struggling with understanding her pre-calculus homework, and therefore wasn't turning in the assignments. In the past, Maria would have let these assignments—and her grades—slide. But because her apprentice experience has taught her to speak up more, Maria approached her school's assistant principal, a former teacher, for assistance. He tutored her and gave her helpful explanations, enabling her to complete the homework and boost her grade.

She attributes this new skill to her apprenticeship. "Now I tell people what I want and need," she said.

OVERCOMING INITIAL FEARS

During the apprenticeship application process, Maria spent a significant amount of time writing cover letters, developing her resume and doing mock interviews. She applied for three apprenticeships—and when Holmes Murphy requested to meet with her, she was nervous. It would be her first-ever interview.

"I didn't know how to communicate and didn't know what kinds of questions they would ask," she said, and feared being rejected. However, she felt that all the advance preparation was very helpful, and her confidence lifted

when she was hired for the job.

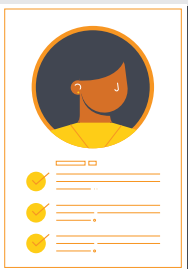
Then, her worry turned to a more social one: she was concerned about not making friends. Getting together with the entire apprentice cohort on a regular basis has eased her anxieties and created a sense of community. "Now, it's crazy, we're all together and support each other."

Having that extended network of apprentices is a good complement to the support Maria gets at Holmes Murphy every time she goes to her job. "They are really positive. They joke around and motivate me to keep going."

PREPARATION FOR THE FUTURE

Through her apprenticeship, Maria has learned that there are many opportunities out there for her, and she is ready for what lies ahead.

"I now feel more prepared for what the real world looks like. I am more mature and am making good decisions."



Maria describes herself as a shy, quiet person, and someone who is a hands-on learner. The traditional school environment is a challenge for her. Since she became an apprentice through CareerWise's modern youth-apprenticeship program in 2017, she has come out of her shell, is learning new skills and looks forward to attending college.

APPRENTICE STORY

WILLIAM JESSOP

“In my job, people respect my intelligence and expect me to get my job done. There’s a mutual respect, and trust is implicit. It’s refreshing to have people count on me.”

William Jessop



**BUSINESS OPERATIONS &
SOFTWARE QUALITY ASSURANCE**



**PROSTAR GEOCORP
GRAND JUNCTION, CO**

A FUTURE FULL OF POSSIBILITIES

William is a junior at Central High School in Grand Junction. When he found out about CareerWise’s apprenticeship program, he liked the idea of getting paid to do something meaningful and start saving money for the future.

“I saw a chance to use the time I have now to get my feet wet in a professional environment,” he said. “Then if I want, I can apply for a job fresh out of high school with three years of experience.”

When William saw that ProStar GeoCorp was offering an apprenticeship, he applied. “I was hoping for this job. It seemed like a good idea to start learning business processes in the tech world.”

ProStar GeoCorp hired William to test software and write and update documentation. Just seven months into the job, William was excelling so quickly that the company added to his responsibilities, exposed him to working with geospatial technologies and even gave him a pay raise. The chance to grow and excel has boosted his confidence and he now sees a future full of possibilities.

William intends for his CareerWise apprenticeship to lead to a focused college experience. His eventual goal is to become a college professor, as he has an aptitude for “explaining stuff,” and a good mastery of technical subjects. But first he is set on gaining several years of real-world experience and learning as much as he can.

Right now, William is most passionate about the subject of neural networks: hardware and software systems modeled on the human brain. He is also drawn to entertainment and game coding, and his ProStar apprenticeship has sparked an interest in geospatial information technologies.

Whichever path his career takes, apprenticeship has reinforced William's interest in technology and is illuminating multiple paths to success. "So many jobs come from software that I could end up working on any number of things. Being a software tester is a good stepping stone."

TAPPING INTO INNATE SKILLS

In addition to developing his technical capabilities, William is developing greater social and interpersonal communication skills. He enjoys interacting with his coworkers to complete projects, and appreciates how different his professional relationships are compared to relationships with his school peers.

"In my job, people respect my intelligence and expect me to get my job done," he said. "There's a mutual respect, and trust is implicit. It's refreshing to have people count on me."

William has been pleasantly surprised at how casual the work environment can be, while being simultaneously

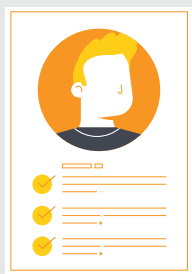
professional. He finds it easy to approach his coworkers about things going on in his life; one colleague even helped him with a big school project about neural networks. "They are supportive as people. I thought work was just about showing up, doing your job and leaving."

Finally, William is able to advocate for himself more. He acknowledges that in the past, he has not needed a lot of help and has always been a good student, always "on top of things." But as an apprentice he has learned to be more proactive in problem-solving situations—a skill that will prepare him for his future higher-education and career endeavors.

APPRENTICES STAND OUT

William successfully balances a full schedule—working in the mornings, attending school in the afternoons and participating in jazz band. He believes the combined benefits of work-based learning, strengthening his resume and getting paid while building professional skills are highly appealing.

"Colleges are not looking for straight-A students. They are looking for students who stand out. Few people have done an apprenticeship—I'm doing it and my resume looks good."



William doesn't feel he fits the typical high school mold. But he loves science and technology and jumps at any opportunity to problem solve. Since he became an apprentice through CareerWise's modern youth-apprenticeship program in 2017, he has expanded his technical knowledge, is saving money for college and is building a solid skill set for the future.

PROSTAR



INDUSTRY: Geospatial intelligence software

STAFF: 15 Employees

LOCATION: Grand Junction, Colorado

ABOUT: ProStar GeoCorp. offers integrated, enterprise-wide geospatial software, providing organizations with the ability to provide real-time visualization of asset lifecycle data, including from geographic information systems, computer-aided design and land applications.

“He’s already exceeded the break-even point, about four months ahead of schedule.”

David McGee
Prostar, VP of Operations

EXPLORING A NEW KIND OF APPRENTICESHIP

ProStar Geocorp's environment is technical, where knowledge and understanding of software, cloud computing and asset management are critically important. And while the company's vice president of operations, David McGee, had historically brought in computer-science-focused college students as short-term interns, the opportunity to hire high schoolers was a new concept. But McGee

was intrigued to try it out when he heard about CareerWise's program and approach. "Many young people are raised on technology, and I figured that someone who is eager, wants to try hard, and has the skill set to work with a technical company can be groomed and taught," he said. And in summer 2017, ProStar hired William.

APPRENTICE CONTRIBUTIONS

While McGee could envision the potential contributions of a high school student who had certain technical skills and a positive attitude, he did not expect just how quickly ProStar's apprentice, William, would assimilate to the workplace. He came ready to learn and has had a significant impact.

Joining ProStar with no formal training or education, after only seven months, William was testing software functionality, writing test cases and developing client documentation. His work represents approximately a 20 percent cost savings compared to what ProStar would normally pay an hourly-equivalent staff member on the quality assurance team.

THE CAREERWISE DIFFERENCE



SUPPORT & STRUCTURE

Given ProStar's previous experience hosting college interns, the company was equipped with the processes to take on an apprentice. However, the structure and support CareerWise delivers have been essential to ProStar's success—from delivering a comprehensive onboarding process to advising ProStar on the creation of an internal support system featuring both a supervisor and a mentor.

LONG-TERM COMMITMENT

In contrast to shorter-term intern or workforce center programs, CareerWise's three-year program affords ProStar the time to develop the apprentice's skill sets in ways that deliver direct, immediate value to the company. "I can invest a lot in our CareerWise apprentice knowing he will be here for three years," said McGee.

COMPETITIVE ADVANTAGE

Having a CareerWise modern youth apprentice gives ProStar a competitive advantage as a smaller technology startup. Paying an apprentice's wage helps keep costs low—an important aspect of the company's operations as it tries to grow and compete in its industry.

BUSINESS CASE STUDY

HOMEADVISOR



INDUSTRY: Digital marketplace for home services

STAFF: 2,000 Employees

LOCATION: Golden, Colorado

ABOUT: HomeAdvisor® is a digital marketplace evolving the way homeowners connect with service professionals to complete home projects. With HomeAdvisor's on-demand platform, homeowners can find and vet local, prescreened home service professionals; view average home project costs; and instantly book appointments online or through the company's mobile app.

“We were six weeks ahead of our plans and had to find other things for them to do.”

Chris Terrill
HomeAdvisor, CEO

EXPLORING A NEW KIND OF APPRENTICESHIP

HomeAdvisor's CEO, Chris Terrill, believes there should be multiple paths for developing well-rounded, educated adults—and that unfortunately, college doesn't necessarily prepare students for the dynamic and ever-changing needs of businesses. In 2016, Colorado Governor John Hickenlooper invited Terrill to explore Switzerland's successful apprenticeship model. He was eager to see what

was so special about the Swiss approach and how it might benefit Colorado businesses. He found the evidence he needed. "It was a pragmatic, smart program with proven results," he said. As a pilot partner, in 2017 HomeAdvisor hired four CareerWise Colorado apprentices to fill roles on the human resources, IT and software development teams, where they are building transferable skills they can take to the marketplace.

APPRENTICE CONTRIBUTIONS

HomeAdvisor's apprentices bring in a new set of eyes and perspectives, according to Tanya Jones, HomeAdvisor's recruiting director. Because the younger generation are

"technology natives," they are more adaptable and can learn in modern environments quickly—bringing unexpected efficiencies to her team's processes.

THE CAREERWISE DIFFERENCE



SUPPORT & STRUCTURE

Compared to traditional, three-month internship programs, CareerWise's apprenticeship structure actively involves the students in their learning—offering hard and soft skills they can use while holding apprentices to the same expectations as adults.

LONG-TERM COMMITMENT

The program does youth a great service by enabling them to put their skills and talents to work for themselves and the company—and by believing the young apprentices are capable. "You have these inherently smart kids who weren't connecting with high school and weren't thinking about college before. Now they're connecting the dots."

COMPETITIVE ADVANTAGE

CareerWise is leveraging partnerships with industry to develop an effective apprentice model and take it to scale by testing it, modifying and making it work. Partners like Terrill help shape that vision, demonstrating its value to other leaders: "Like me, CEOs must see the benefit to believe it."

LARGER LANDSCAPE

CareerWise's youth apprenticeship system is just one catalytic component in an evolving landscape of partners who are rethinking work, education and the bridges we build between them.

CAREER-LEARNING SUPPORTS CLASSROOM SUCCESS:

Students in Denver Public Schools with an industry mentor are 90 percent more likely to graduate on time.

CAREER-CONNECTED K-12 LEARNING



Cherry Creek Innovation Campus Rendering

CareerWise is proud to partner with a variety of districts—from Westminster to Jefferson County to Eagle County to the Mesa Valley—who are each approaching youth apprenticeship in different ways.

In the metro Denver community, Denver Public Schools (DPS) and Cherry Creek have each committed in a significant way to further investing in career-connected learning that spans the K-12 experience by successfully advocating for additional support of the work. In 2014, DPS earned a Youth CareerConnect grant which was a joint initiative between the White House, the US Department of Education, and US Department of Labor to expand career pathways across Denver. That expansion, plus the passing of a \$9.5M mill levy in Denver in 2016, helped establish the DPS CareerConnect model as the largest work-based

learning program (job shadows, internships, mentorships, and apprenticeships) in the country.

Cherry Creek School District was also successful in issuing a bond in 2016 that has allowed them to break ground on the Cherry Creek Innovation Campus this past spring. The campus will be a stand-alone college and career preparedness facility accessible for high school students in Cherry Creek Schools. With curriculum rooted in real-world skills and trade certifications ranging from the computer sciences to aviation to health sciences, this facility will offer students a new kind of bridge to college and viable, successful careers. The student learning experience will be the perfect complement to an experience like apprenticeship, mimicking state-of-the-art work environments, with a focus on putting learners in an industry-based culture and climate.

NEW BRIDGES TO AND THROUGH HIGHER EDUCATION



CareerWise is extremely grateful to our pioneering partners in higher education who are joining us at the table for leading-edge conversations about how new opportunities to learn in non-classroom settings—like an apprenticeship workplace—are intersecting with traditional learning environments such as the college campus. With a shared commitment to increasing access to—and success in—higher education for any Colorado student who seeks it, we are re-thinking the value of learning across environments for a more skilled, agile workforce of the future.

INDUSTRYWIDE COLLABORATION AND ALIGNMENT

CareerWise's partners like the Denver Metro Chamber of Commerce, Colorado Advanced Manufacturing Alliance, Grand Junction Chamber of Commerce and the Colorado Technology Association, among others, are playing a leading role in bringing together companies across industries to jointly address workforce needs. The knowledge-sharing, influence and support from these partners will be essential to cultivating a statewide talent pool that can benefit all businesses in the long-term.

“Colorado’s community college system is committed to providing our local businesses with the skilled talent they’re seeking. We think that apprenticeship is a perfect partnership between industry and education in our state.”

Joe Garcia
President of Colorado Community College System

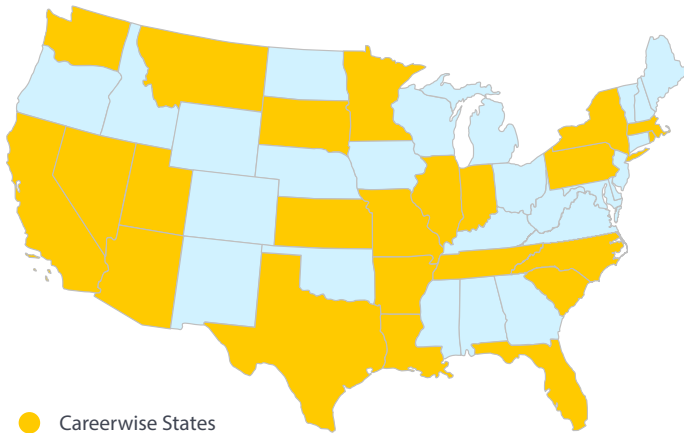
VISION AND LEADERSHIP FOR A NEW ECONOMY

Colorado, with the support of Governor Hickenlooper, has a rich history of collaboration and innovation that has laid the foundation for the work we’re tackling at CareerWise. Partners, including the Colorado Department of Labor and Employment, the Colorado Workforce Development Council, the Colorado Department of Higher Education and the Colorado Department of Education, have been key in the success of our public-private partnership to address issues like workforce and education.

Collaboratives like the Business and Experiential Learning (BEL) Commission, created by Governor Hickenlooper, have also been important. The BEL Commission is a group of leaders from across industry and various departments of state government, from HomeAdvisor to the Office of Economic Development and International Trade, dedicated to creating a robust spectrum of work-based learning for all Colorado residents.

Another of our allies in Colorado is Skillful, an initiative of the Markle Foundation. Skillful is working to achieve a skills-based labor market to help millions of Americans overcome barriers to obtaining better-paying jobs in today’s digital economy. Skillful helps employers achieve the workforce they need by providing data, tools, and resources that enable the adoption of skills-based hiring and training practices, like apprenticeship.

NATIONAL FOOTPRINT



Don't be surprised if you hear the name CareerWise popping up in conversations around the country—we're on a mission to share what we're learning with folks from other communities and states who are looking to modern youth apprenticeship as a solution to their own education and workforce challenges. In fact, 25 states have reached out to us already to learn more about our work and how we've designed the model for Colorado. And more than 100 people from those states have come to visit us, to spend significant time hearing from and learning about our partners, understanding the new ways in which we're working together, and seeing firsthand the tools and processes that we've collectively built to facilitate youth apprenticeship.

In October 2018, we proudly helped launch the Partnership for the Advancement of Youth Apprenticeship (PAYA), an initiative led by New America as part of its quest to renew our country through a realization of its highest ideals. Alongside another model program from South Carolina, CareerWise will be a leading practitioner voice in the conversations about youth apprenticeship. We'll share best practices to inform key policies and align support with high-quality implementation; of course, we'll also seek to learn from other efforts around the country to improve and refine our work as we grow.

But we're not going to wait and see what happens as this momentum swells—we're going to embark on a deliberate phase of rapid growth and development, both here in

“Shoring up the link between education, economic opportunity, and social mobility is critical for renewing the American promise. Youth apprenticeship is a time-tested model perfectly-suited for employers who need skilled workers and young people who need affordable pathways through college and the skills, experience, and networks that come with a real job.”

Brent Parton

Director of the Partnership for the Advancement of Youth Apprentices at New America



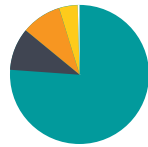
Colorado and, as willing and able partners are identified, in communities around the country. We've made tremendous progress in defining, testing and now refining the tools and technologies central to high-quality youth apprenticeship. With our work as a jumping off point, we believe that we can open up this new pathway to opportunity for thousands of young people across thousands of companies in the rapidly changing 21st Century economy. We're proud to lead.

Please, join us in our journey to revolutionize the way we learn, grow, and become part of a productive, equitable economy and society—from the classroom to the corner office.

**DISCOVER MORE AT
CAREERWISECOLORADO.ORG**

FINANCIAL DATA

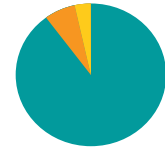
SOURCES OF REVENUE FY2017



● Foundation Grants	\$3,687,410	76.11%
● Federal Grants	\$480,671	9.92%
● Earned Revenue*	\$448,227	9.25%
● State Grants	\$210,750	4.35%
○ Individual Contributions / Other	\$18,074	0.37%

2017 Total: \$4,845,132

EXPENSES BY FUNCTIONAL CATEGORY



● Youth Apprenticeship Program	\$3,390,834	89.92%
● Administration General	\$254,933	6.76%
● Fundraising	\$125,094	3.32%

2017 Total: \$3,770,861

*Earned Revenue is recognized for contracts/agreements where revenue is received and recorded based on actual expenditures not award amount.

Employer Partners

2-10 Home Buyers Warranty
 Action Publishing Inc
 Alpine Bank -- Eagle County
 Alterra Mountain Company
 Arapahoe Sign Arts
 Arrow Electronics
 Bank of Colorado - Grand Junction
 Can Do Multiple Sclerosis
 Canvas Credit Union (HQ)
 CareerWise Colorado
 City of Aurora
 City of Grand Junction
 Colavria Hospitality
 College Invest
 Colorado Early Colleges (CEC) Fort Collins (Employer)
 Community Hospital
 CoorsTek
 DaVita
 Denver Public Schools
 DH Wholesale Signs
 DT Swiss
 Enstrom Candies
 Gallegos Corporation
 Geotech Environmental Equipment
 Gordon Sign
 GPD Global
 Holmes Murphy
 HomeAdvisor
 Intertech Medical
 Intertech Plastics
 Janus Henderson
 Jupiter Consolidated Group
 Mesa Valley School District 51
 Mikron
 Mile High United Way
 Monument Health
 Nation's Roof
 Nordson Medical
 Oakwood Homes
 Omni-X
 Otter Products
 Pilatus Business Aircraft

Pinnacle Assurance
 Plante Moran
 Prostar Geocorp
 Reata
 Research Electro-Optics
 RTL Networks
 SAS Flight Factory
 Sava Senior Care
 Seattle Fish Company
 Skillful Colorado
 Skyblue Builders
 State of Colorado
 Stonebridge Companies
 Swiftpage
 Terumo BCT
 TTEC
 University of Colorado Denver
 Vail Resorts
 Vivage
 West Star Aviation
 Western Colorado Community College (Employer)
 Western States Fire Protection
 Woodward

K-12 School and District Partners

Aurora Public Schools
 Aurora Public Schools Avenues

Boulder Valley School District
 Boulder Valley High School

Cherry Creek School District
 Cherokee Trail High School
 Cherry Creek High School
 Eaglecrest High School
 Grandview High School
 Overland High School
 Smoky Hill High School

Denver Public Schools
 Abraham Lincoln High School
 CEC Early College Denver
 Denver Online High School

Denver School of Innovation and Sustainable Design (DSISD)
 High Tech Early College
 West Campus (Early Col. + Leadership Acad.)
 West Leadership Academy

Douglas County School District

Rock Canyon High School

Eagle County Schools

Battle Mountain High School
 Eagle Valley High School
 Red Canyon High School East Campus
 (blank)

Mesa County Valley School District 51

Central High School
 Fruita Monument High School
 Grand Junction High School
 Grand River Academy
 Palisade High School
 R-5 High School

Poudre School District

Poudre High School
 Rocky Mountain High School

Westminster Public Schools

Westminster High School

Charter School Partners
 Colorado Early College (CEC) Aurora
 Colorado Early Colleges (CEC) Fort Collins
 Peak to Peak Charter School

STEM School Highlands Ranch
 Arrupe Jesuit High School

Higher Education Partners

Arapahoe Community College
 Community College of Aurora
 Community College of Denver
 Colorado Mountain College
 CSU Global
 Emily Griffith Technical College
 Front Range Community College
 Red Rocks Community College
 University of Colorado Denver
 Western Colorado Community College

Funders

Bill & Melinda Gates Foundation
 Bloomberg Philanthropies
 Colorado Department of Labor & Employment
 Colorado Health Foundation
 Colorado Department of Higher Education
 Colorado Workforce Development Council
 Daniels Fund
 James Walton Fund of the Walton Family Foundation
 JP Morgan Chase Foundation
 Mayer-Phillips Family Foundation
 Gary Community Investments
 Markle Foundation
 Madge and Joseph T. Mohar Foundation
 Mesa County
 New America
 United Health Care
 US Department of Labor
 Walton Family Foundation



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