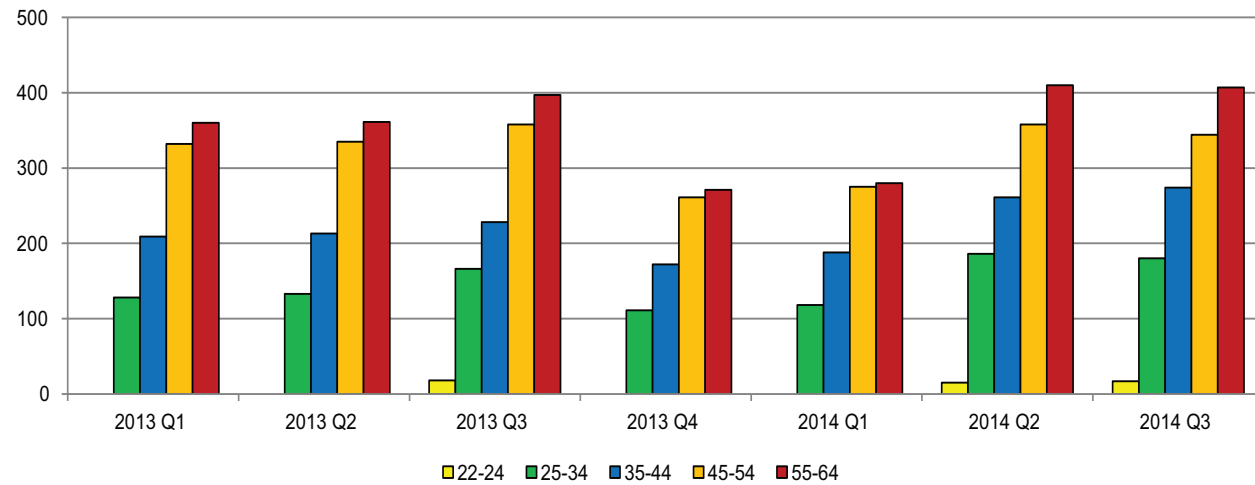




Workforce Implications

Almost all industries will face challenges as baby boomers retire in greater numbers. Utilities, though not a large industry sector, dramatically illustrates the potential worker shortages in the near future, with the workforce concentrated in the 45-54 and 55-64 age groups.

Utility Workers by Age Group, Northern Colorado



Attracting & Keeping Millennials

Millennials' Criteria	Boulder	Larimer	Weld
Educational Attainment (Population with BA/BS or higher)	58.30%	43.80%	25.90%
Low Unemployment Rate (LMI, June 2015)	3.50%	3.70%	4.40%
Average Salary (Avg. Weekly Wage, LMI 4th Qtr. 2014)	\$1,212	\$962	\$922
Cost of Rent – 2 bdrm/1 bath apt. (CO Div. of Housing)	\$1,220	\$1,053	\$785
Walkability, Transit, Bike (RedFin Scores: commercial online real estate site scores)	90 Walkability 63 Transit 100 Bike (Goss-Grove N'hood)	79 Walkability n/a transit 100 Bike (Ft. Collins Old Town)	36 Walkability n/a Transit n/a Bike (Greeley, no n'hood detail)
Amenities/Livability (AreaVibes score)	80	78	74
Diversity - % of population non-Hispanic White (US Census)	78.60%	83.80%	67.30%

Work-life balance is important to millennials. They will seek situations that offer flexibility, benefits and advancement opportunities as well as innovative and creative ways of approaching their work.

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Labor Market Information
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WORKFORCE TRENDS in Northern Colorado

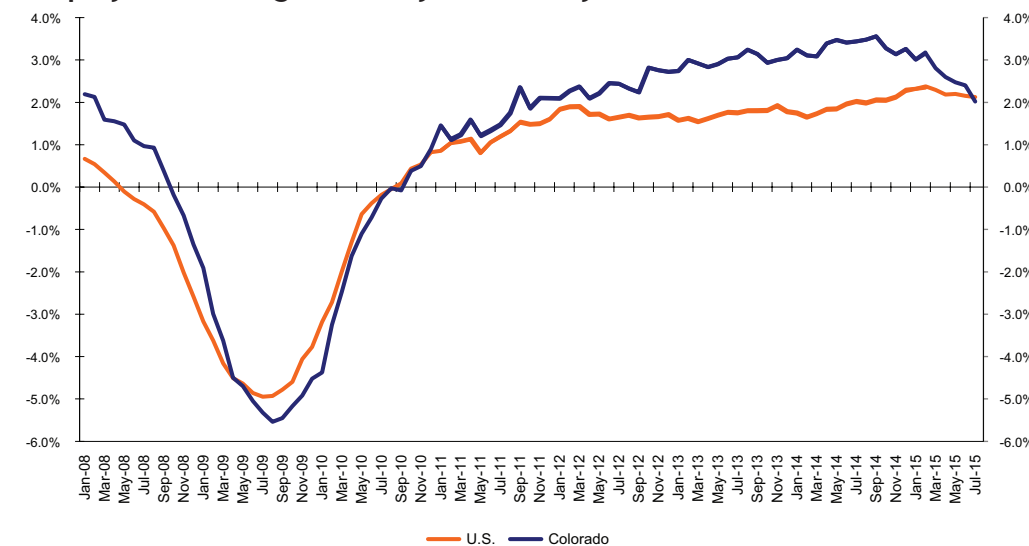
Colorado was the 3rd fastest growing state between 2010 and 2014, with a cumulative population growth of 6.5%. Three Northern Colorado counties represent approximately 17% of Colorado's total population and employment.

Economic Base

Area	2014 Employment	Unemployment Rates	2013-2014 Growth
State of Colorado	2,417,769	4.40%	3.50%
Boulder County	169,053	3.50%	2.70%
Larimer County	141,748	3.70%	3.40%
Weld County	98,530	4.40%	9.00%

These numbers reflect annual average figures. Economically, Colorado is ranked as the 5th fastest growing state in the nation.

Employment Change January 2008 - July 2015



Colorado lagged the country in employment during the “Great Recession”, but recovered faster and has had stronger job growth in recent years.

Industries and Occupations

Top Ten Industry Sectors by 2014 Employment

Boulder	Larimer	Weld
Professional & Technical Services – 26,171	Health Care & Social Assistance – 19,919	Manufacturing – 12,062
Educational Services – 21,194	Retail Trade – 18,013	Construction – 10,286
Health Care – 20,277	Educational Services – 17,084	Retail Trade – 9,491
Manufacturing – 17,577	Accommodation/Food Services – 16,787	Educational Services – 9,264
Retail Trade – 17,003	Manufacturing – 12,448	Mining – 9,170
Accommodation/Food Services – 16,425	Professional & Technical Services – 10,162	Health Care – 8,670
Information – 8,345	Construction – 9,402	Accommodation/Food Services – 7,217
Public Administration – 7,712	Administrative & Waste Services – 8,797	Administrative & Waste Services – 6,354
Administrative & Waste Services – 7,190	Public Administration – 7,501	Public Administration – 4,811
Wholesale Trade – 5,638	Wholesale Trade – 3,993	Transportation & Warehousing – 4,177

Fastest Growing Occupation Groups and 2014 Wages

Denver	Boulder	Larimer	Weld
Office and Administrative Support \$38,546	Office and Administrative Support \$38,097	Office and Administrative Support \$34,533	Construction and Extraction \$41,945
Sales and Related \$44,964	Sales and Related \$49,228	Food Preparation and Serving \$22,176	Office and Administrative Support \$32,967
Food Preparation and Serving \$22,438	Food Preparation and Serving \$23,598	Sales and Related \$49,228	Production \$37,972
Business and Financial Operations \$76,550	Business and Financial Operations \$74,741	Construction and Extraction \$42,380	Transport and Material Moving \$39,563
Construction and Extraction \$45,014	Computer and Mathematical \$93,715	Education, Training and Library \$48,779	Food Preparation and Serving \$20,531
Transport and Material Moving \$39,628	Education, Training and Library \$58,115	Business and Financial Operations \$67,785	Sales and Related \$39,082
Management \$126,638	Management \$125,989	Healthcare Practitioners and Technical \$73,347	Education, Training and Library \$43,341
Education, Training and Library \$53,279	Healthcare Practitioners and Technical \$79,727	Management \$107,015	Management \$104,750
Healthcare Practitioners and Technical \$79,592	Production \$37,589	Production \$37,957	Installation, Maintenance and Repair \$45,207
Computer and Mathematical \$90,408	Architecture and Engineering \$95,895	Transport and Material Moving \$31,705	Business and Financial Operations \$67,288
TOTAL, All Occupations \$53,056	TOTAL, All Occupations \$56,501	TOTAL, All Occupations \$46,225	TOTAL, All Occupations \$42,795

Location Quotients

Measures the concentration of an industry's employment in one geographic area versus the reference area of the US as a whole. Data are from 2014.

Boulder
Professional & Technical
Services 2.47

Larimer
Construction
1.55

Weld
Mining, Oil and Gas
13.76

State and Local Rankings

To gain the employees you need to grow your business, sell your state and your local area. Both Colorado and Northern Colorado rank highly in national publications measuring economic vitality.

Colorado State Wide Rankings

Criterion	CO Rank	Source
Most Economically Competitive State	1 st	Business Insider
Best State for Entrepreneurship and Innovation	2 nd	US Chamber of Commerce
Venture Capital Investment as Share of State GDP	6 th	National Science Board
State Science & Technology Index	4 th	Milken Institute
Clean Tech Leadership	4 th	Clean Edge
Education Level of Workforce	2 nd	Census Bureau
Most Entrepreneurial State	5 th	Kauffmann Foundation
Top Creative Class State	6 th	The Atlantic
Best Labor Supply	1 st	Forbes
CNBC Top States for Business 2015	4 th	CNBC

Northern Colorado Rankings

Criterion	Rank	Source
Boulder		
Most Educated City in the U.S.	1 st	Forbes
Best Place to Start a Business	1 st	Nerdwallet
Most Zen City in the U.S.	1 st	Zendex (based on D&B data)
Fort Collins		
Let's Move! (for Healthy Efforts)	1 st	National League of Cities
Best College Towns to Live in Forever	3 rd	College Ranker
Next Top Ten Cities for Tech	4 th	Fast Company
Greeley		
Best Small City for Jobs	2 nd	Forbes
Fastest Growing City in U.S.	2 nd	Yahoo Finance
Leading Locations for Business	4 th	Area Development

In spite of all these accolades, employee recruitment and retention is still a huge challenge. CDLE, the Workforce Centers, LMI, and other partners are committed to helping the business community navigate the many resources and bring them to bear on this challenge.