

CHOOSE  COLORADO

# 2017 TALENT MARKET ANALYSIS



**COLORADO**  
Office of Economic Development  
& International Trade

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# EXECUTIVE SUMMARY

Colorado attracts and retains highly educated talent and, as a result, the state ranks second in the U.S. for the number of individuals with bachelor's degrees or higher. As people move to state, Colorado's young, energized, and entrepreneurial workforce expands. These workers bring innovative, big ideas, and they often start companies or work across a variety of industries. However, we also see individuals leave the state and we want to know the underlying factors that help determine whether they choose to stay or relocate.

The Colorado Office of Economic Development and International Trade (OEDIT) researched and analyzed the attributes that talent values in a community when searching for a job or working in a specific location. Upon identifying what is most important to talent, we then measured how select states performed on the attributes critical to the workforce. This report provides business leaders, community leaders, and policymakers with the tools to build communities that attract and retain talent.

By collecting data and capturing the thoughts, ideas, concerns, and valuable insights of talent in Colorado and other select states, OEDIT was able to measure, track and analyze the data to provide information and insight that strengthen communities. This analysis quantifies "soft variables" - which are those community components most valued by talent - in Arizona, California, Colorado, Massachusetts, North Carolina, Ohio, Utah, and Washington.

The data reveals that the greatest opportunities for improving the satisfaction of talent include: providing a place where people can connect and have access to networking opportunities, demonstrating the professional success of community members, providing opportunities to work with talented people, and managing the cost of living. The findings demonstrate that community improvements in these valued aspects engender a deeper sense of satisfaction and, ultimately, community loyalty.

# MARKET ANALYSIS ON TALENT IN COLORADO AND COMPARATIVE STATES

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**IN JULY 2017, OEDIT DISTRIBUTED THE SURVEY LINK TO A PANEL OF SURVEY TAKERS COMPRISED OF FULL AND PART-TIME WORKERS. THE SURVEY COLLECTED DATA FROM 1,208 INDIVIDUALS AND RENDERS A BROAD-BASED DATASET THAT DEPICTS THE WORK ENVIRONMENTS OF COLORADO AND EIGHT STATES, ARIZONA, CALIFORNIA, MASSACHUSETTS, NORTH CAROLINA, OHIO, TEXAS, UTAH, AND WASHINGTON.**

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In today's increasingly knowledge-based and technology-intensive economy, locations thrive and succeed by attracting and retaining highly-skilled and talented workers. As the labor market and businesses continue to transform, communities are coping with how to attract and retain workers. Through this Talent Market Analysis, OEDIT tracks what components of the community are most important to talent when deciding where to work.

What influences individuals' decisions about where they ultimately land? Some communities focus on amenities, attractive neighborhoods, and a range of services. While other communities may focus on tax policy and the cost of living. Each person has their own set of needs and challenges, meaning each individual has his or her own opinion about what matters, what's working, and what needs to improve in his or her community. The big question is whether there are certain things communities can focus on that matter most to all people in terms of where they want to live and work. The answer is "yes." The data suggests that certain components of a community have a much bigger impact on community members' satisfaction than other components. These drivers include: lifestyle, universities, family friendliness, compensation level, working in a talented, collaborative environment, connecting with community members, and the cost of living.

This report explains the survey framework and data findings. The results give communities, organizations, and government clear information on what parts of a community are the most



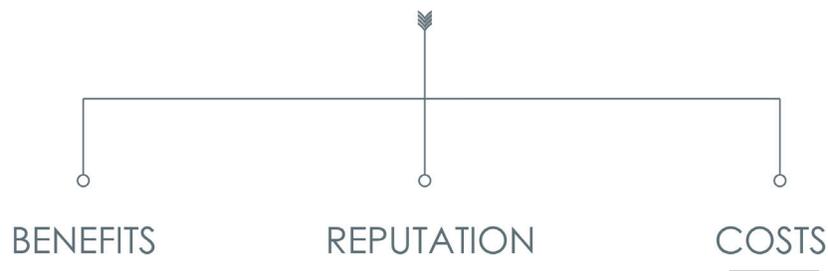
impactful on where talent wants to locate and then discuss how well Colorado is delivering on those elements compared to Arizona, California, Massachusetts, North Carolina, Ohio, Texas, Utah, and Washington.

In July 2017, OEDIT distributed the survey link to a panel of survey takers comprised of full and part-time workers. The survey collected data from 1,208 individuals, and renders a broad-based dataset that depicts the work environments of Colorado and eight states, Arizona, California, Massachusetts, North Carolina, Ohio, Texas, Utah, and Washington. The intent was to obtain a sufficient number of responses in order to have a solid level of confidence in the results. The high number of responses received allows us to identify and examine prevalent sentiments regarding the main components that drive talent to work in a particular community.

## FRAMEWORK AND DESIGN

The Talent Market Analysis explores the satisfaction levels and perception of community members in terms of where they work. A community's value proposition is key to attracting and retaining talent. While there are certain benefits and reputational components associated with living in a community, as well as costs and hurdles. This basic relationship is reflected in **Figure 1** below.

Figure 1. Basic Value Proposition



To conceptualize a community's value proposition, OEDIT staff organized a focus group of community members from a variety of age groups who currently work or are looking for a job across multiple industries. The focus group members were asked to brainstorm the "Benefits", "Reputation", and "Costs" attributes of the community where they choose to work. The input from focus group attendees was combined into similar categories to establish the detailed value proposition of the communities in which they work. **Figure 2** broadly illustrates the categories of "Benefits", "Reputation", and "Costs" identified by participants in the focus group.

These components discussed in the focus group provided the framework for the online survey. After a few demographic questions, the survey asked individuals to rate their overall satisfaction with each attribute on a scale of 1 (not at all satisfied) to 10 (completely satisfied). Respondents provided ratings for each component, including the overall sum of "all the benefits you get from your community," the overall sum of "all the things related to the reputation of your community", and the overall sum of "all the costs or hurdles you face in the community." Respondents also rated the overall value of working in their community by responding to the following question, "Considering all the benefits, reputation, and costs, how 'worth it' is to work your community?"

Responses to these questions help OEDIT (1) identify the relative importance of various components that drive talent to work in certain communities, (2) construct a framework for measuring the value that a community provides to talent, and (3) provide business and community leaders and policymakers with tools to foster a better environment for attracting and retaining talent by improving the community's value proposition.

Figure 2. Community Framework for Talent

▼ BENEFITS

-  **LIFESTYLE**  
Recreation (e.g. hiking, biking, skiing), arts and entertainment, and cultural diversity
-  **UNIVERSITIES AS A RESOURCE**  
The ability of universities to connect students to jobs and connect students to potential employers
-  **FAMILY FRIENDLY PLACE**  
A place to raise family and the quality of schools, parks, and other amenities
-  **COMPENSATION**  
Salary and earning potential
-  **WORKING WITH TALENTED PEOPLE**  
The presence of talented, like-minded, skilled people

▼ REPUTATION

-  **COLLABORATIVE PLACE**  
Cohesion and cooperation among colleagues
-  **SUCCESS STORIES**  
The perception of success and the community's reputation as a place where businesses succeed
-  **CONNECTION TO PEOPLE**  
Networking events and the ability to get meetings with business leaders

▼ COSTS OR HURDLES

-  **COST OF HOUSING**  
Rent and the affordability of homes
-  **COST OF LIVING**  
Basic expenses like the cost of goods, services, and food
-  **TIME & EFFORT OF GETTING AROUND**  
Traffic, walk-ability, bike-ability, and the ease of commuting
-  **TAXES**  
The level and complexity of local and state taxes

## WHAT IS A GOOD SCORE?

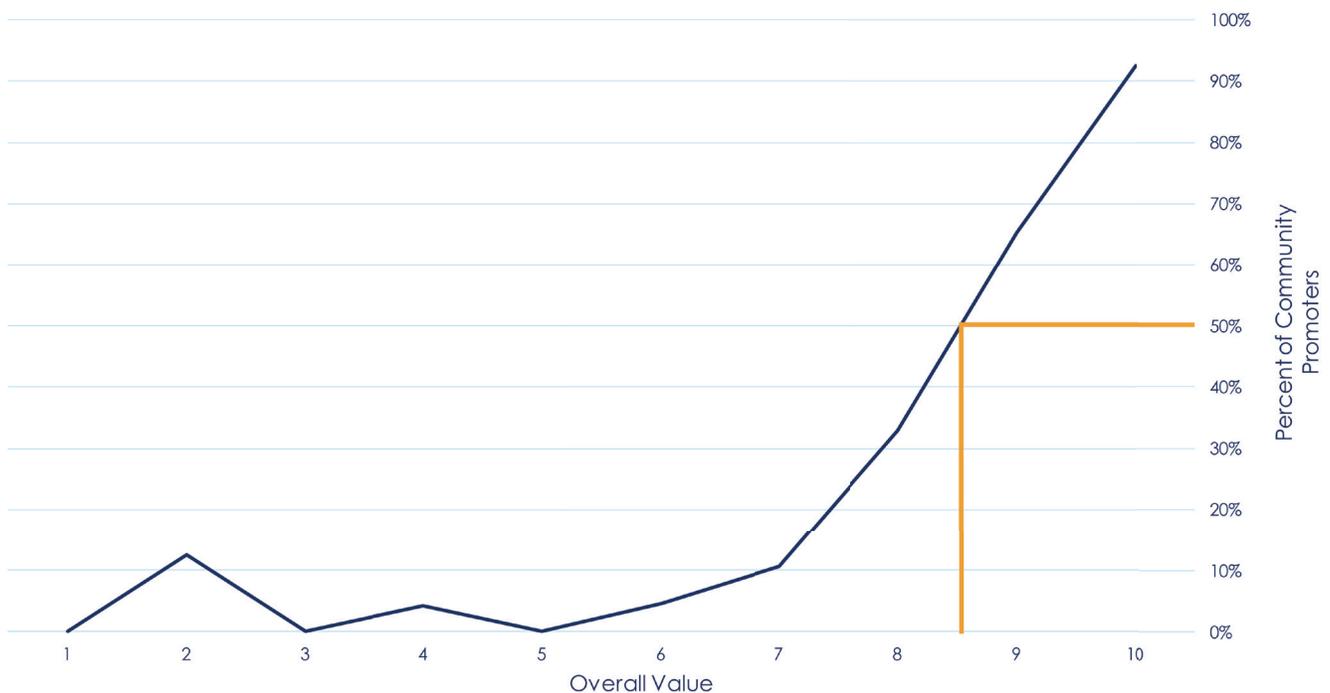
The graph in **Figure 3** relates talent's overall perceived value of working in a specific community to the percentage of talent who would promote their community. Community Promoters are those individuals that gave a 9 or higher score when asked the following **behavioral questions**: 1) if you decide to look for a new job, how likely are you to select this same area again? and 2) if an associate or friend is looking for a new job, how likely are you to recommend they look in this area?

The graph illustrates that talent has high expectations of their community. Even among the participants that gave their community an

overall value rating of 10, just about 90 percent of them were strong Community Promoters. About 80 percent of those that gave an overall value score of 9 were Community Promoters. However, among those that gave a value score of 8, just about 40 percent of them were Community Promoters, and the number continues to fall until we reach those who gave a value score of five or below, among which zero participants were strong Community Promoters.

This graph helps us interpret the meaning of the performance ratings in **Figure 4**. While an overall value score of 7 on a one-to-ten

Figure 3. Community Promoters



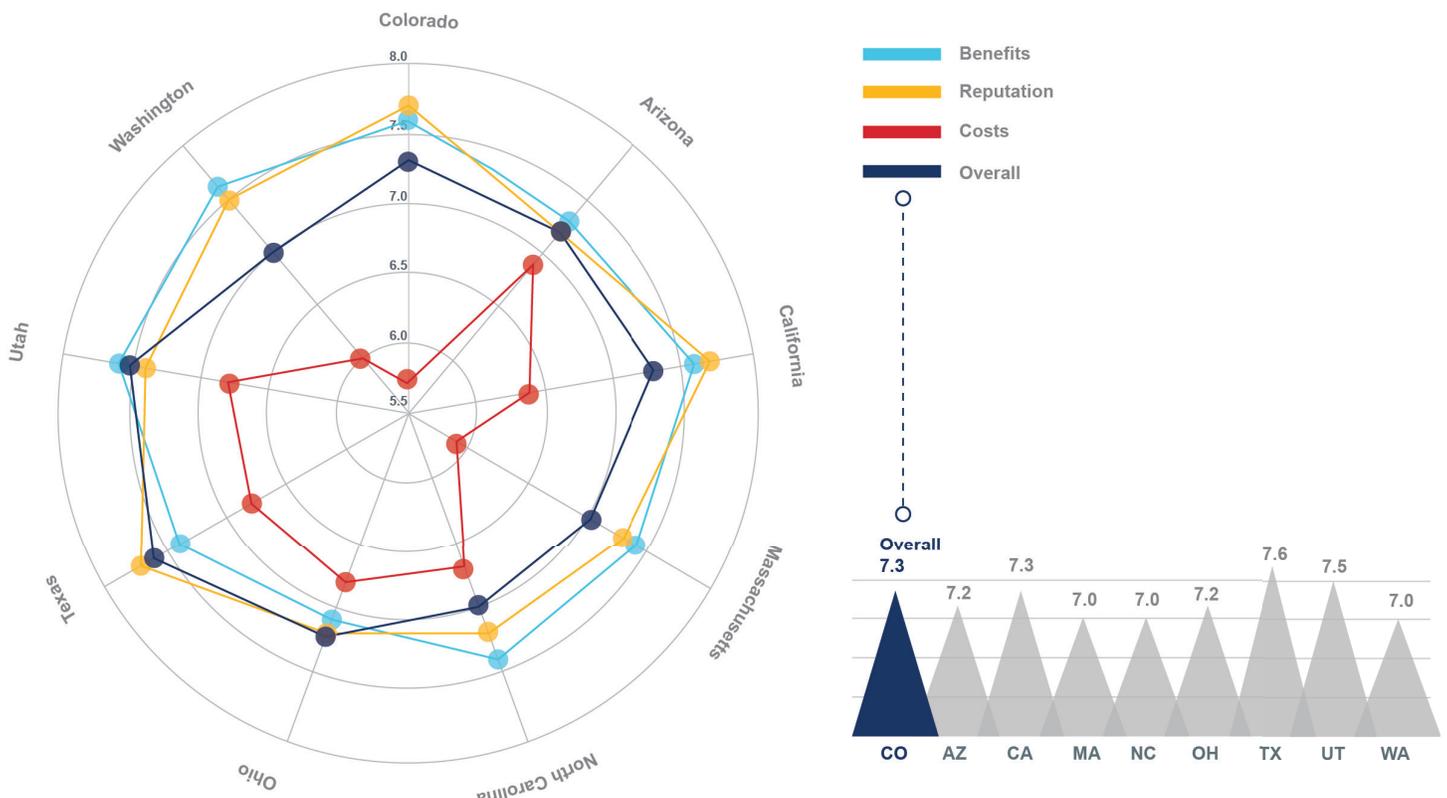
scale may seem relatively strong, the data suggest this score results in only about 10 percent of talent promoting their community as a good place to work. The other 90 percent of community members could be either disengaged or actively detracting from the community by moving elsewhere for employment or speaking unfavorably about the area to friends and colleagues.

On the other hand, the data also show the potentially powerful effect of small changes in the overall perceived value of a community. For example, if the overall value score for a community were to move from 7.5 to 8.5, the

results suggest that the percentage of talent promoting the community would more than double. An 8.5 represents a 'good' value score because half of all participants are strong promoters of their community. This adds context within which we can interpret the average scores shown in a summary of the data in **Figure 4**.

**Figure 4** shows the average of the respondents' satisfaction rating for each attribute ("Benefits", "Reputation", "Costs") in Colorado, Arizona, California, Massachusetts, North Carolina, Ohio, Texas, Utah, and Washington. These average scores represent the performance

Figure 4. Average Scores of Employed Talent by State



of communities in each state when it comes to satisfying talent on each of the attributes. There is a breakout of the average scores for the sub-attributes (e.g. "Lifestyle", "Universities as a Resource", "Success Stories", etc.) on page 19 of the appendix.

The figure also displays the overall value, which

is the average score that survey respondents provided when asked to consider the broad categories of "Benefits", "Reputation", and "Costs" in influencing their decision work in their community. By comparing this value to behavioral questions (discussed on pages 6-7), we can measure their loyalty to the community.



# INTERPRETING THE DATA

**EXAMINATION OF ALL ATTRIBUTES REVEALS THAT TALENT ACROSS ALL SURVEY STATES IS MOST CONCERNED WITH WORKING WITH TALENTED AND LIKE-MINDED PEOPLE, NETWORKING AND BEING ABLE TO GET MEETINGS WITH BUSINESS LEADERS, WORKING IN A COMMUNITY THAT HAS A REPUTATION AS A PLACE WHERE BUSINESSES SUCCEED, AND THE COST OF LIVING.**

## WHAT IS IMPORTANT?

Impact weights were calculated using a relatively simple mathematical technique, called an ordinary least squared regression. Impact weights represent the importance of each branch of the value tree relative to the importance of the other branches. In calculating these weights, OEDIT was able to assess which parts of the value proposition make the biggest impact to talent satisfaction simply by determining which attributes are more systematically associated with satisfied talent. As an example, the 35 percent impact weight for “Work with Talented People” suggests that this factor is more important than “Universities as a Resource” which has an impact weight of 9 percent, in determining talent satisfaction with a community. In summary, by improving the sub-attributes in each of the “Benefit”, “Reputation”, and “Cost” categories, a community can improve the overall value proposition, thus making it more worthwhile for talent to work or choose that corresponding community.

### IMPACT WEIGHTS

#### BENEFITS

LIFESTYLE	19%
UNIVERSITIES AS A RESOURCE	9%
FAMILY FRIENDLY PLACE	16%
COMPENSATION	21%
WORK WITH TALENTED PEOPLE	35%

#### REPUTATION

COLLABORATIVE PLACE	22%
SUCCESS STORIES	34%
CONNECTION TO PEOPLE	48%

#### COSTS

COST OF HOUSING	25%
COST OF LIVING	32%
TIME & EFFORT OF GETTING AROUND	16%
TAXES	27%

#### OVERALL

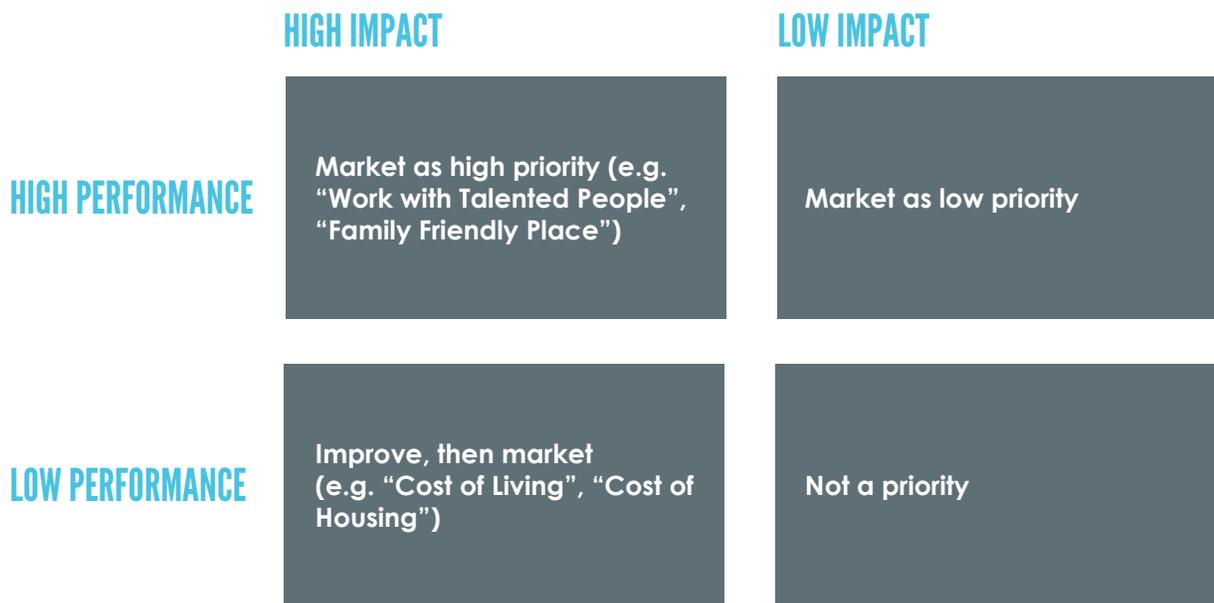
BENEFITS	26%
REPUTATION	42%
COSTS	32%

## LEVERAGING THE DATA

The data suggest that talent regards the community attributes of “Benefits”, “Reputation”, and “Costs” differently when considering where they will work. It is important to note that there may be crossover between the “Benefits” and “Reputation” attributes. These two categories are similar and make up 68 percent of an individual’s satisfaction with where they choose to work, meaning it is especially important to leverage and improve these components (see Table 1 in the appendix). **Figure 5** provides a framework for thinking about how to approach each attribute of the community. The areas where we are doing well (High Performance) and have high impact weights (High Impact) should be marketed by the state as shown in the figure. Those areas with high impact weights but with low scores should be improved and marketed appropriately.

**Examination of all attributes reveals that talent across all survey states is most concerned with working with talented and like-minded people, networking and being able to get meetings with business leaders, working in a community that has a reputation as a place where businesses succeed, and the cost of living.**

Figure 5. Improving and Marketing Communities in Colorado Compared to the Average Responses



# MORE ABOUT UNIVERSITIES AS A RESOURCE

Based on what we heard during the focus group, we wanted to learn more about “Universities as a Resource”. In order to capture as much information as possible about this category, we added a feature to the survey whereby respondents who gave very high ratings or very low ratings for “Universities as a Resource” were asked a follow-up question:

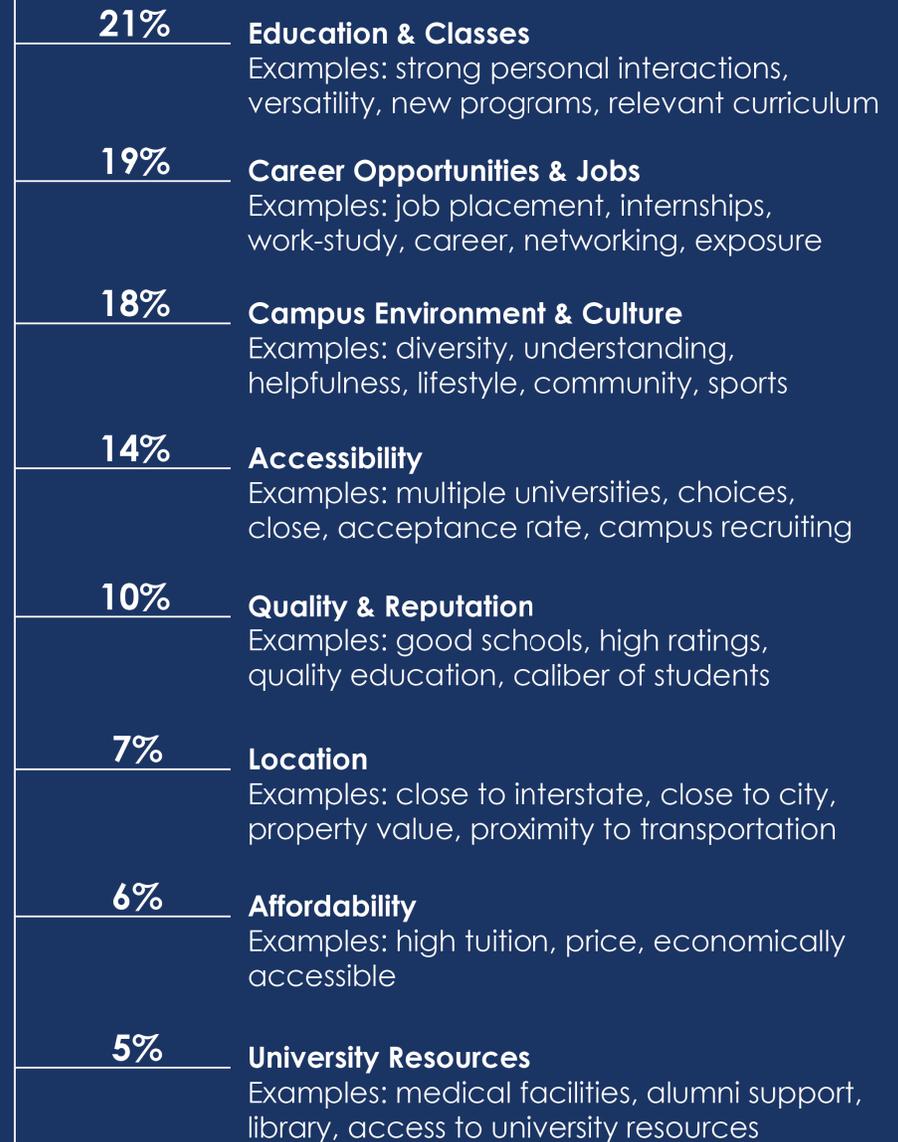
“We noticed you have a strong opinion about the universities in your area. What are the three most important features related to ‘Universities as a Resource’?” Participants were given three blank spaces to list the most important components of this category in their opinion. The responses were free-form, not selected from a list.

We analyzed all of the free-form responses that survey respondents gave us for this question, and the results are interesting and important. The most frequently occurring category for all states except Ohio and California was “Education and Classes”. This category included themes such as relevant curriculum, interesting classes, academics, and online classes. Ohio and California’s top category was “Campus Environment/Culture” and “Quality/Reputation”, respectively.

The second top category for Colorado included words describing universities’ connection to “Careers and Jobs” which include elements such as job placement, job fairs, career services, job training, internships, adult training, and recruiting. Colorado scored lower than the nine state average in this category. By improving areas related “Educations and Classes” and “Careers and Jobs”, Colorado could become more competitive with peer states.

See Table 4 in the appendix for a breakdown of the write-in responses.

## COLORADO UNIVERSITY AS A RESOURCE WRITE-IN RESPONSES



## TOP SCORERS BY CATEGORY

Survey states excelled in different areas that attract and retain talent in their communities. Here are states that received top scores in each of the components and comments directly from respondents on how their location makes it easy for talent to succeed.

### BENEFITS

Colorado tied California, Utah, and Washington for a highest score of 7.6 on the benefits they receive from the community in which they work.

- The biggest driver in the “Benefits” component was “Working with Talented People”. Colorado scored second highest (tie with Massachusetts) following California for this category.
- The second most important category was “Compensation” with Colorado scores below the average of all survey states.

### LIFESTYLE

Washington received the top score for lifestyle. This category includes recreation (hiking, biking, skiing), arts and entertainment, and cultural diversity.

**“It is an expensive area to live in but the benefits of the lifestyle are great.” – Accountant in Washington**

### WORK WITH TALENTED PEOPLE

For the “Work with Talented People” category, California received the top score and Colorado came in second. This attribute is defined by the ability to work with talented and like-minded people in your community.

**“I work with many younger people so the millennial atmosphere influences innovation and desire for employee well-being.” - Resident of Colorado**

### UNIVERSITIES AS A RESOURCE

California received the top score for “Universities as a Resource”. This included the ability of universities to connect students to jobs and connect students to potential employers. Survey respondents also defined it as the ability of universities to provide relevant curriculum, on-campus and online classes, a quality campus environment and an excellent reputation.

**A respondent in California noted that there were “many top-rated universities nearby” and students can attend in “concrete buildings or online” and the “classes are among best in the world.” – Manager in California**

### FAMILY FRIENDLY PLACE

Utah received the top score for a “Family Friendly Place”. This category is defined as a place to raise a family with quality schools, parks, and with other activities.

**“Provo is a great place if you’re looking to settle down and start a family.” – Teacher in Utah**

### COMPENSATION

Washington and California received the tops scores for this category. This attribute is defined by pay and earning potential in your community.

**“A place where there is great team work, advancement, and good benefits” – Healthcare provider in California**

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## REPUTATION

Colorado tied California and Texas for the highest rating for the reputation of the community in which talent works.

- Within the “Reputation” component, connecting with people is most important. This includes networking events and the ability to get meetings with business leaders. Colorado is performing slightly above the average for all the comparative states.
- If Colorado would improve each of the “Reputation” components, the state would differentiate itself from competitor states.

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### COLLABORATIVE PLACE

California scored the highest, Utah scored second, and Colorado, Texas, and Washington tied for third in this attribute. A collaborative place is a location where there is cohesion and cooperation among your colleagues.

**“Austin is a vibrant place with emphasis on life balance. It’s very casual and encourages collaboration. It has big tech companies that support small business.” – Manager in Texas**

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### SUCCESS STORIES

California, Texas, and Utah tied for the top spot for “Success Stories”. A community with the reputation of being a place where businesses succeed defines this category.

**“Excellent work area; great companies have triumphed in this area.” – Manager in California**

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### CONNECT WITH PEOPLE

Texas scored highest as the community that connects people. This category includes access to networking events and the ability to get meetings with business leaders.

**“My community is very driven and often helps each other out in their time of need and vice versa.” – Resident of Texas**

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# COSTS

Arizona costs were deemed least burdensome among surveyed states. While several competing states are higher cost markets, Coloradans perceive the costs in the state as very burdensome. The cost of living is the most significant driver.

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## COST OF HOUSING

Arizona was perceived to be the least burdensome in the "Cost of Housing" category. This category includes rent and the affordability of homes. Those states with the lowest scores - or most burdensome, - include Colorado and Washington.

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## COST OF LIVING

Arizona and Texas gave the top scores for the "Cost of Living" in their communities. This category includes basic expenses like the cost of goods, services, and food. States with the lowest scores include Colorado and Washington.

**According to U.S. News, Texas is ranked 23rd and Arizona is ranked 30th in terms of affordability. Colorado is ranked 39th and Washington is ranked 41st.**

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## TAXES

Texans perceived "Taxes" as less burdensome than other surveyed states. This category includes the level and complexity of local and state taxes. Massachusetts sees taxes to be more burdensome than other surveyed states.

**Texas, a low-tax state, ranks 13th in the Tax Foundation's 2018 Tax Climate Index. Massachusetts has an overall rank of 22.**

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## TIME & EFFORT OF GETTING AROUND

Utah residents perceived the "Time and Effort of Getting Around" as the least burdensome among surveyed states. This category includes traffic, walk-ability, bike-ability, and the ease of commuting. States with the lowest scores citing that this category is very burdensome in their community include Washington and Massachusetts.

**Utah is ranked 2nd by U.S. News as having the best transportation and 8th by the League of American Bicyclists as a bike-friendly state.**

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## OVERALL

When considering all the attributes – “Benefits”, “Reputation”, and “Costs” components – and all the sub-attributes, Texas scored the highest overall, Utah scored second and Colorado and California tied for third. Talent in Texas was most satisfied overall with their work environment.

- The average score for all the states was a 7.2 with the overall score slightly higher in Colorado. Talent in Utah, Texas, and California are more satisfied with their communities than in Colorado.
- When looking at what is most important to talent overall between the benefits, the reputation, and cost of the location, the benefits and reputation make up 68 percent of their satisfaction with working in this location.



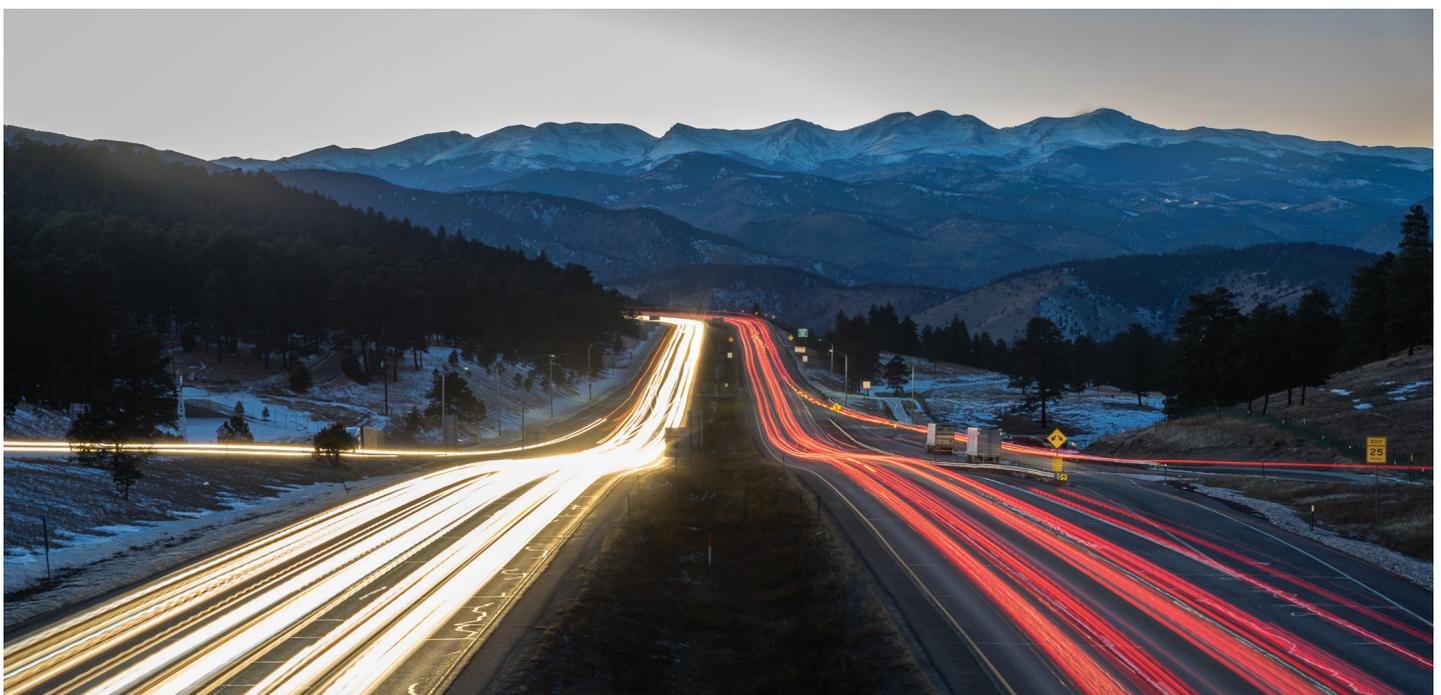
## DATA ACROSS STATES

A useful way to break out the survey data is by geography, shown in Table 1 of the Appendix. Across states, Colorado ties California, Utah, and Washington for the highest ratings for the benefits individuals receive by working in their community. Colorado ties California and Texas for the highest rating for the reputation of the community in which talent works. Colorado scores lowest on costs while Arizona scores the highest (least burdensome). Lastly, when looking at the overall satisfaction of talent, Texas scores highest with Colorado slightly above the average.

Talent in Colorado rated the “Reputation” sub-attributes higher than the nine-state average; and, with this attribute having a high impact weight, it is important for Colorado

communities to appropriately market these strengths and improve this in their community.

Coloradans scored costs as very burdensome. In terms of tax rates, housing prices, and cost of living, several surveyed states are higher cost markets yet Coloradans still perceive the costs as very burdensome. The cost of living was the biggest hurdle to Coloradan's satisfaction with their community. In recent years, Colorado has experienced a large growth in the population, which puts pressure on the cost of living and housing affordability. More research needs to be done to link this recent growth trend to Coloradan's perception of burdensome costs.



# MORE ABOUT LIFESTYLE

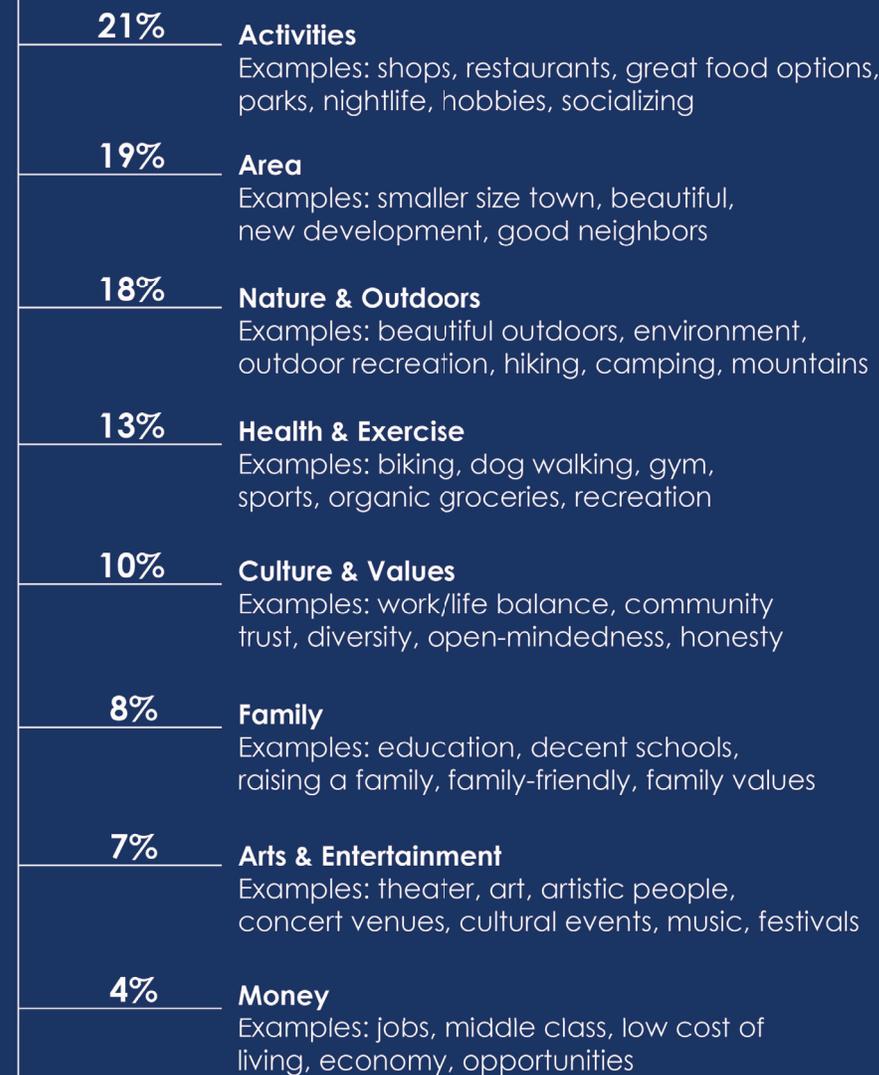
To learn more about what individuals see as “Lifestyle”, we added a feature to the survey whereby respondents who gave very high ratings or very low ratings for “Lifestyle” were asked a follow-up question:

“We noticed you have a strong opinion about the lifestyle in your area. What are the three most important features related to this component?” Participants were given three blank spaces to list the most important components in their opinion. The responses were free-form, not selected from a list.

We analyzed all of the free-form responses that survey respondents gave us for this question. The most frequently occurring category was different for each state. Arizona, Colorado, and Massachusetts most noted “Things to Do” such as socializing, eating out, shopping, and other activities. Texas and Utah’s responses were concentrated on “Culture & Values”. California, North Carolina, and Ohio’s responses were most related to the “Location & Community” noting things such as access to urban and rural environments, peaceful, fast-paced beautification, and transportation/traffic. Lastly, Washington’s responses focused on “Nature & Outdoors” with responders citing things such as hiking, biking, the mountains, oceans, and lakes.

See Table 5 in the appendix for a breakdown of the write-in responses.

## COLORADO LIFESTYLE WRITE-IN RESPONSES



# SUMMARY OF KEY FINDINGS

## 1. FOCUS ON BENEFITS AND REPUTATION

The survey findings can inform and benefit business leaders, policymakers, and community members. One significant finding of this survey is the markedly greater satisfaction of the “Benefits” and “Reputation” attributes over the “Costs”. These two categories of attributes with the higher satisfaction scores comprise over two-thirds of community members’ satisfaction with their community in which they work, therefore, it would be very important to focus on improving and marketing these categories.

## 3. COLORADO HAS A LOT OF ROOM FOR IMPROVEMENT

Also notable is the gap between the satisfaction with each of the attributes among Colorado survey respondents and the average satisfaction rates among the nine states surveyed. In areas where Colorado is scoring above the combined average (“Lifestyle”, “Family Friendly Place”, “Work with Talented People”, “Collaborative Place”, “Success Stories”, “Connection to People” - it is worth mentioning that these sub-attributes are also highly weighted), Colorado is in an advantageous position in the market relative to other surveyed states. The implication is that Colorado would be gaining and retaining more talent relative to competitors on those attributes. However, on attributes such as “Universities as a Resource”, “Compensation”, and all the “Costs” attributes, there is a need for improvement as competing states are performing better or able to mitigate the costs better.

## 2. IT’S ALL ABOUT PEOPLE AND SUCCESS STORIES

Nevertheless, the data show there is greater leverage for improving overall value of a community by focusing efforts on promoting a business culture where people get to work with talented and like-minded individuals, a culture of networking and connection, sharing the success stories of Colorado companies, and lowering the cost of living.

The high impact weight for “Reputation” components and “Working with Talented People” demonstrates that incremental improvements in these attributes will most likely have a larger impact on the overall perceived value offered by Colorado communities than the same incremental improvement on other attributes with lower impact weights.

## 4. COSTS ARE STILL IMPORTANT

Past OEDIT surveys similarly identified the combined attributes of “Benefits” and “Reputation” as having greater impact than the “Costs” attributes for survey respondents. However, this difference in relative impact does not mean that costs do not matter, and it certainly does not signify that individuals readily accept a high cost of living, housing or taxes. Community members do consider costs important and they are least satisfied with these attributes compared to other states; however, Colorado’s strength lies in the “Benefits” and “Reputation” attributes when promoting communities across the state.

# APPENDIX

Table 1: Talent Survey Data with Impact Weights and Average Scores, All Surveyed States

Talent Survey -2017 Employed Talent (1208)											
	Impact Weights	Employed All	Colorado	Arizona	California	Massachusetts	North Carolina	Ohio	Texas	Utah	Washington
<b>Benefits</b>											
LIFESTYLE	19%	7.1	7.2	6.7	7.6	6.9	6.5	6.7	7.0	7.4	7.7
UNIVERSITIES AS A RESOURCE	9%	7.0	6.7	6.7	7.4	7.2	6.6	7.0	6.9	7.2	7.2
FAMILY FRIENDLY PLACE	16%	7.6	7.9	7.3	7.6	7.6	7.6	7.5	7.6	8.0	7.6
COMPENSATION	21%	6.6	6.4	6.4	7.0	6.9	6.0	6.4	6.6	6.3	7.0
WORK WITH TALENTED PEOPLE	35%	7.1	7.2	6.8	7.6	7.2	6.9	6.8	7.1	7.0	7.1
<b>BENEFITS OVERALL</b>		<b>7.4</b>	<b>7.6</b>	<b>7.3</b>	<b>7.6</b>	<b>7.4</b>	<b>7.4</b>	<b>7.1</b>	<b>7.4</b>	<b>7.6</b>	<b>7.6</b>
<b>Reputation</b>											
COLLABORATIVE PLACE	22%	7.0	7.1	6.7	7.3	6.8	7.0	6.8	7.1	7.2	7.1
SUCCESS STORIES	34%	7.1	7.2	6.7	7.3	7.0	6.8	7.0	7.3	7.3	7.2
CONNECT PEOPLE	48%	7.0	7.1	6.8	7.2	6.9	6.8	6.9	7.3	6.9	7.1
<b>REPUTATION OVERALL</b>		<b>7.4</b>	<b>7.7</b>	<b>7.2</b>	<b>7.7</b>	<b>7.3</b>	<b>7.2</b>	<b>7.2</b>	<b>7.7</b>	<b>7.4</b>	<b>7.5</b>
<b>Costs</b>											
COST OF HOUSING	25%	6.0	4.8	6.8	5.9	5.3	6.5	6.6	6.3	6.2	5.1
COST OF LIVING	32%	6.2	5.1	6.8	6.2	5.6	6.4	6.7	6.8	6.5	5.5
TIME & EFFORT OF GETTING AROUND	16%	6.6	6.4	6.5	6.5	6.3	6.8	7.4	6.6	7.1	6.0
TAXES	27%	6.1	5.7	6.2	6.1	5.4	6.0	6.4	6.6	6.3	5.9
<b>COST OVERALL</b>		<b>6.5</b>	<b>5.7</b>	<b>6.9</b>	<b>6.4</b>	<b>5.9</b>	<b>6.7</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.0</b>
<b>Overall</b>											
BENEFITS	26%	7.4	7.6	7.3	7.6	7.4	7.4	7.1	7.4	7.6	7.6
REPUTATION	42%	7.4	7.7	7.2	7.7	7.3	7.2	7.2	7.7	7.4	7.5
COSTS	32%	6.5	5.7	6.9	6.4	5.9	6.7	6.8	6.8	6.8	6.0
<b>OVERALL</b>		<b>7.2</b>	<b>7.3</b>	<b>7.2</b>	<b>7.3</b>	<b>7.0</b>	<b>7.0</b>	<b>7.2</b>	<b>7.6</b>	<b>7.5</b>	<b>7.0</b>

# APPENDIX

Table 2: Talent Survey Data with Impact Weights and Average Scores by Length of Employment, All Surveyed States

	Impact Weights	Employed All	Colorado	Length of Employment at Current Job All Selected States				
				Less than 6 months	6 months - 1 year	1 year - 3 years	3 - 5 years	More than 5 years
<b>Benefits</b>								
LIFESTYLE	19%	7.1	7.2	6.8	6.9	7.0	7.2	7.3
UNIVERSITIES AS A RESOURCE	9%	7.0	6.7	6.6	6.8	7.0	7.0	7.1
FAMILY FRIENDLY PLACE	16%	7.6	7.9	7.4	7.5	7.4	7.9	7.7
COMPENSATION	21%	6.6	6.4	6.2	6.2	6.4	6.6	7.0
WORK WITH TALENTED PEOPLE	35%	7.1	7.2	6.7	6.8	7.1	7.3	7.2
<b>BENEFITS OVERALL</b>		<b>7.4</b>	<b>7.6</b>	<b>7.0</b>	<b>7.2</b>	<b>7.4</b>	<b>7.5</b>	<b>7.7</b>
<b>Reputation</b>								
COLLABORATIVE PLACE	22%	7.0	7.1	6.7	6.8	7.0	7.1	7.2
SUCCESS STORIES	34%	7.1	7.2	6.7	6.6	7.3	7.0	7.3
CONNECT PEOPLE	48%	7.0	7.1	6.4	6.8	7.2	7.0	7.6
<b>REPUTATION OVERALL</b>		<b>7.4</b>	<b>7.7</b>	<b>7.1</b>	<b>7.4</b>	<b>7.4</b>	<b>7.4</b>	<b>7.6</b>
<b>Costs</b>								
COST OF HOUSING	25%	6.0	4.8	5.7	5.7	5.7	6.3	6.1
COST OF LIVING	32%	6.2	5.1	5.8	6.0	6.0	6.5	6.4
TIME & EFFORT OF GETTING AROUND	16%	6.6	6.4	6.7	6.3	6.5	6.8	6.7
TAXES	27%	6.1	5.7	5.7	6.0	6.0	6.5	6.1
<b>COST OVERALL</b>		<b>6.5</b>	<b>5.7</b>	<b>6.1</b>	<b>6.5</b>	<b>6.2</b>	<b>6.6</b>	<b>6.6</b>
<b>Overall</b>								
BENEFITS	26%	7.4	7.6	7.0	7.2	7.4	7.5	7.7
REPUTATION	42%	7.4	7.7	7.1	7.4	7.4	7.4	7.6
COSTS	32%	6.5	5.7	6.1	6.5	6.2	6.6	6.6
<b>OVERALL</b>		<b>7.2</b>	<b>7.3</b>	<b>6.7</b>	<b>7.0</b>	<b>7.1</b>	<b>7.3</b>	<b>7.4</b>

# APPENDIX

Table 3: Talent Survey Data with Impact Weights and Average Scores by Level of Education, All Surveyed States

	Impact Weights	Employed All	Colorado	Survey Data by Level of Education					
				High School Diploma (165)	Some College (230)	Associate's Degree (139)	Bachelor's Degree (417)	Master's Degree (182)	Doctoral Degree (47)
<b>Benefits</b>									
LIFESTYLE	19%	7.1	7.2	6.6	6.5	7.0	7.4	7.6	8.4
UNIVERSITIES AS A RESOURCE	9%	7.0	6.7	6.5	6.5	6.5	7.3	7.6	8.3
FAMILY FRIENDLY PLACE	16%	7.6	7.9	7.3	7.4	7.5	7.7	7.9	8.2
COMPENSATION	21%	6.6	6.4	6.1	6.3	6.4	6.7	7.2	7.8
WORK WITH TALENTED PEOPLE	35%	7.1	7.2	6.6	6.8	6.8	7.3	7.6	8.5
<b>BENEFITS OVERALL</b>		<b>7.4</b>	<b>7.6</b>	<b>7.1</b>	<b>7.1</b>	<b>7.2</b>	<b>7.6</b>	<b>7.8</b>	<b>8.6</b>
<b>Reputation</b>									
COLLABORATIVE PLACE	22%	7.0	7.1	6.8	6.7	6.7	7.2	7.3	8.1
SUCCESS STORIES	34%	7.1	7.2	6.8	6.8	6.9	7.3	7.3	8.0
CONNECT PEOPLE	48%	7.0	7.1	6.7	6.7	6.8	7.1	7.3	8.0
<b>REPUTATION OVERALL</b>		<b>7.4</b>	<b>7.7</b>	<b>7.4</b>	<b>7.2</b>	<b>7.2</b>	<b>7.5</b>	<b>7.6</b>	<b>8.5</b>
<b>Costs</b>									
COST OF HOUSING	25%	6.0	4.8	5.7	5.8	5.7	5.8	6.7	7.3
COST OF LIVING	32%	6.2	5.1	5.9	6.0	5.9	6.1	6.7	7.7
TIME & EFFORT OF GETTING AROUND	16%	6.6	6.4	6.9	6.3	6.5	6.5	6.8	7.6
TAXES	27%	6.1	5.7	6.0	5.7	5.8	6.1	6.6	7.4
<b>COST OVERALL</b>		<b>6.5</b>	<b>5.7</b>	<b>6.2</b>	<b>6.2</b>	<b>6.5</b>	<b>6.4</b>	<b>7.0</b>	<b>7.7</b>
<b>Overall</b>									
BENEFITS	26%	7.4	7.6	7.1	7.1	7.2	7.6	7.8	8.6
REPUTATION	42%	7.4	7.7	7.4	7.2	7.2	7.5	7.6	8.5
COSTS	32%	6.5	5.7	6.2	6.2	6.5	6.4	7.0	7.7
<b>OVERALL</b>		<b>7.2</b>	<b>7.3</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.3</b>	<b>7.6</b>	<b>8.5</b>

# APPENDIX

Table 4: University as a Resource Write-in Responses by State

	Education & Classes		University Resources		Universities Data					
	Total Number	Percents	Affordability	Location	Campus Environment/Culture	Career opportunities/Jobs	Accessibility	Quality & Reputation		
<b>AZ</b>	39	20%	25	16	21	33	20	17		
			13%	8%	11%	17%	10%	9%		
<b>CA</b>	23	16%	13	6	12	25	12	36		
			9%	4%	8%	17%	14%	24%		
<b>CO</b>	38		10	11	13	34	35	18		
			5%	6%	7%	18%	19%	10%		
<b>MA</b>	40	23%	12	13	18	26	27	17		
			7%	7%	10%	15%	15%	10%		
<b>NC</b>	55		21	16	9	18	28	25		
			11%	8%	5%	9%	14%	13%		
<b>OH</b>	29	18%	26	7	13	32	20	20		
			16%	4%	8%	20%	12%	12%		
<b>TX</b>	37	20%	20	13	17	23	33	24		
			11%	7%	9%	12%	18%	13%		
<b>UT</b>	47	23%	21	14	20	33	26	21		
			10%	7%	10%	16%	13%	10%		
<b>WA</b>	43	24%	16	11	12	32	19	21		
			9%	6%	7%	18%	11%	12%		

# APPENDIX

Table 5: Lifestyle Write-in Responses by State

	Area		Activities		Health & Exercise		Arts & Entertainment		Family		Money		Nature & Outdoors		Culture & Values	
	Total Number	Percents	Total Number	Percents	Total Number	Percents	Total Number	Percents	Total Number	Percents	Total Number	Percents	Total Number	Percents	Total Number	Percents
<b>AZ</b>	45		56		27		14		11		15		26		27	
	20%		25%		12%		6%		5%		7%		12%		12%	
<b>CA</b>	52		38		26		16		15		18		25		37	
	23%		17%		11%		7%		7%		8%		11%		16%	
<b>CO</b>	50		57		34		20		22		11		49		27	
	19%		21%		13%		7%		8%		4%		18%		10%	
<b>MA</b>	43		51		24		21		15		21		24		30	
	19%		22%		10%		9%		7%		9%		10%		13%	
<b>NC</b>	55		45		13		20		20		27		17		35	
	24%		19%		6%		9%		9%		12%		7%		15%	
<b>OH</b>	56		38		26		16		11		24		8		32	
	27%		18%		12%		8%		5%		11%		4%		15%	
<b>TX</b>	36		41		15		17		13		22		14		44	
	18%		20%		7%		8%		6%		11%		7%		22%	
<b>UT</b>	26		31		33		19		29		15		50		61	
	10%		12%		13%		7%		11%		6%		19%		23%	
<b>WA</b>	40		36		22		15		17		12		54		29	
	18%		16%		10%		7%		8%		5%		24%		13%	

