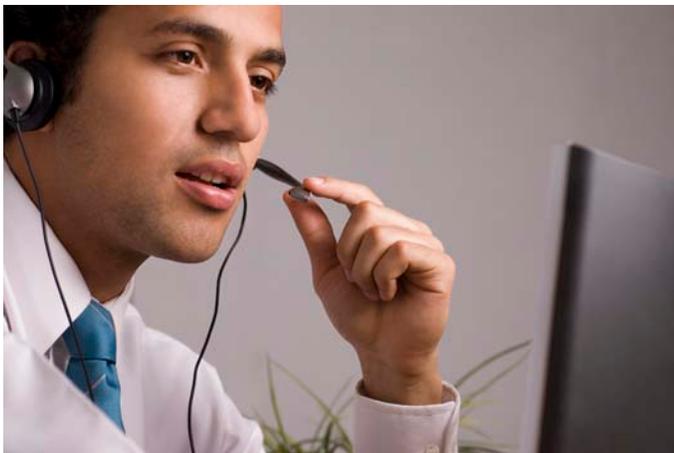




Industry Analysis for State of Colorado and Local Regions



November 2008

Produced for the Workforce and Economic Coalition ("WEIC") of the Colorado Workforce Development Council by Corporation for a Skilled Workforce, using data provided by the Office of Labor Market Information of the Colorado Department of Labor and Employment.

Table of Contents

Introduction	1
How to Read this Report.....	2
Colorado Profile	4
Regional Profiles	6
Boulder-Longmont MSA.....	6
Colorado Springs	7
Denver-Aurora MSA.....	8
Ft Collins-Loveland MSA	9
Grand Junction MSA	10
Greeley MSA	11
Pueblo MSA.....	12

Introduction

Colorado is embarking on a statewide approach of regionally targeted industry strategies. These are strategies that bring employers and the public sector together to address common workforce issues. These strategies take a multi-firm approach to addressing critical skill shortages and other labor market challenges, rather than providing services to employers on an individual basis. This approach seeks to align resources and strategies on the public sector side to maximize the ability to meet these challenges and sustain and grow important industries in their region.

Colorado has been moving in this direction for several years. Previous steps have included the following:

- In 2007 the Colorado Workforce Development Council adopted a motion to identify and implement a sector-based approach in Colorado. (For the purposes of this paper, “sector strategies” and “regionally targeted industry strategies” are used interchangeably.)
- In 2007, the *State of Talent Development Report* for Colorado recommended the state move forward with a sector-based approach.
- In 2008 Colorado was accepted into the second phase of an 18-state project with the National Governor’s Association, the Corporation for a Skilled Workforce, and the National Network of Sector Partners to plan for and implement a state strategy for regionally targeted industries.
- In 2009, Colorado will award several implementation and planning grants to regions related to targeted industry strategies.

How does a region know which industries to target? Rather than anecdote, regional leaders can turn to data to inform them about their top industries. The data in this report is intended to be used as a flashlight to start regional conversations that should provide compelling real-time information to help prioritize industry targets.

This report uses a model of five important factors to identify the region’s most important industries. The model considers a holistic set of labor market indicators to understand why certain industries are competitively important to an area. These include current employment, historical and projected rates of growth, location quotients (a competitiveness factor explained below) and average wages. These answer the most important questions about an industry:

- 1) Are there employment opportunities today?
- 2) Has this industry been expanding or contracting in recent history?
- 3) Is this industry expected to expand or contract over the next ten years, including the short-term (e.g. next two?)
- 4) Is this an important employment industry to our economy, e.g. do we have higher rates of employment in this industry than do the state or nation?
- 5) Does this industry pay decent to high wages?

Preferably, a target industry’s data will show favorable answers to all of these questions. Sometimes they do, while other times they may have good scores in each indicator instead of excelling in any one or two areas, or excellent scores in some and below-average scores in some others. By understanding what this mix looks like, regional leaders can better judge the criteria that are important to them in how they may choose to prioritize target industries. Through this approach, the regions can work on their own and with the state to determine future workforce demands by employers and the kinds of industry-

specific training workers will need to fill those jobs. With limited resources to help grow and sustain regional economies, policy makers can use this tool to help determine how to allocate resources to industries to help them sustain and grow over time.

The document reflect eight geographies - the state, and each of Colorado’s seven MSAs. Each section contains two charts describing the region’s industries . The first chart shows the relative ranking of the industries on a variety of factors as described above and defined below, and a weighted average ranking across all these factors (all factors having equal weights except short and long term growth projections, which are each weighted at half). The second contains actual numbers used to develop the rankings, subject to disclosure requirements. Finally, each section contains highlights and key points about that region’s economic mix.

How to Read this Report

The first table below shows the *ranking* in each of the criteria for the top ten industries in the State of Colorado. The *value* for each of the criteria (shown in the second table) is ranked against that of every other industry in the region (or in this case the State of Colorado) to come up with the industry’s ranking for that criteria. Consider the two tables for the following example, Oil and Gas Extraction.

Oil and Gas Extraction shows a “63” in the Ranking Table for 2007 jobs, and 6,907 in the Value Table for **2007 jobs**. Taken together, this indicates that the current employment (based on available annual data) for Oil and Gas Extraction is 6,907 which is the 63rd highest number of jobs compared to all other industries in the State of Colorado.

Similarly, in the **2003-2007% Change** column, Oil and Gas Extraction has experienced 67.5% growth (as seen in the Value Table) which is the third highest historical, known rate of growth over the past several years compared to all other industries in the state (as seen in the Ranking Table.) Keep in mind that historical growth represents the known past; projected growth (seen later in the table) represents unknown, future growth, which may or may not wind up being true.

Ranking Table

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
211	Oil and Gas Extraction	63	3	2	1	2	1	15
541	Professional and Technical Services	3	8	15	13	12	32	16
213	Support Activities for Mining	43	1	18	2	1	16	17
551	Management of Companies and Enterprises	25	4	4	51	10	4	19
425	Electronic Markets and Agents/Brokers	45	2	9	57	3	2	24
236	Construction of Buildings	22	14	28	30	66	5	27
212	Mining (except Oil and Gas)	69	15	19	10	26	7	27
237	Heavy and Civil Engineering Construction	32	20	30	16	62	9	28
238	Specialty Trade Contractors	5	33	49	14	59	8	28
561	Administrative and Support Services	4	10	70	37	25	6	28

Value Table

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
211	Oil and Gas Extraction	6,907	67.5%	\$2,428	3.0	29.6%	63.7%

541	Professional and Technical Services	170,573	22.4%	\$1,449	1.3	7.8%	17.5%
213	Support Activities for Mining	12,432	206.6%	\$1,421	2.8	35.5%	27.4%
551	Management of Companies and Enterprises	28,418	40.6%	\$2,117	0.9	7.8%	54.1%
425	Electronic Markets and Agents/Brokers	11,209	69.0%	\$1,612	0.8	18.5%	62.4%
236	Construction of Buildings	33,425	16.0%	\$1,063	1.1	-1.3%	41.4%
212	Mining (except Oil and Gas)	5,693	15.5%	\$1,336	1.5	5.2%	35.5%
237	Heavy and Civil Engineering Construction	22,078	13.6%	\$1,044	1.3	-0.3%	34.1%
238	Specialty Trade Contractors	112,193	10.3%	\$784	1.3	0.0%	34.3%
561	Administrative and Support Services	142,171	19.3%	\$595	1.0	5.3%	37.5%

The **average weekly wage** for Oil and Gas Extraction is \$2,428 (as seen in the Value Table.) This represents all occupations in the industry. This is the second highest average weekly wage of all industries in Colorado (as seen in the Ranking Table.)

The **location quotient** (or “LQ”) for Oil and Gas Extraction is 3.0 (as seen in the Value Table) which is the highest location quotient of all industries in Colorado (Ranking Table.) Location quotient indicates the rate of employment for a given industry in a given region compared to the rate of employment for that industry across the nation. For example, if manufacturing is 10% of Colorado’s economy, and 20% of the nation’s economy, the location quotient for Colorado manufacturing would be 0.50 (half of the nation’s rate.) If the percentages in the example were reversed, Colorado would be 2.0, or double the rate of the nation. Economists believe that rates of 2.0 or higher are very significant and 1.5 to 2.0 to be significant in terms of competitive advantage in the rate of that industry as a percentage of the overall economy. (Examples of high location quotients would be casinos in Las Vegas, or wine making and distribution in California.)

The **2008-2010 % Change** and **2008-2016 % Change** columns represent the projected short-term growth and long-term growth of the industry, respectively. Keep in mind that these projections were developed before the severe downturn in the national economy in the latter half of 2008. It is important to understand both short-term growth rates and long-term growth rates. This is best seen in Construction of Buildings in the Value Table above. There is a slight decline projected over the next two years, but over 40% growth between 2006 and 2016. Keep in mind the long-term projections were developed for 10 years in 2006 and we are two years into the cycle already.

Consider these final points:

- We did not label the charts “ranking” and “value” in each regional section because we believed it is intuitive and wanted to leave room for as many bullets as possible.
- The bullets are intended to represent an overview of the important trends in the detailed data tables.
- Cells with pink highlights indicate that the ranking for that factor is above the median, and are used to call attention to strengths and weaknesses of specific industries, such as a small number of employees, a high location quotient, or a low average wage.

About the Regions: The geographic level of detail available through the Office of Labor Market Information is the metropolitan statistical area (“MSA”) and therefore is the level of geography used in this report.

Colorado Profile

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
211	Oil and Gas Extraction	63	3	2	1	2	1	15
541	Professional and Technical Services	3	8	15	13	12	32	16
213	Support Activities for Mining	43	1	18	2	1	16	17
551	Management of Companies and Enterprises	25	4	4	51	10	4	19
425	Electronic Markets and Agents/Brokers	45	2	9	57	3	2	24
236	Construction of Buildings	22	14	28	30	66	5	27
212	Mining (except Oil and Gas)	69	15	19	10	26	7	27
237	Heavy and Civil Engineering Construction	32	20	30	16	62	9	28
238	Specialty Trade Contractors	5	33	49	14	59	8	28
561	Administrative and Support Services	4	10	70	37	25	6	28
621	Ambulatory Health Care Services	7	30	32	47	11	27	30
523	Financial Investment & Related Activity	38	19	1	25	7	65	31
622	Hospitals	8	26	38	63	16	25	34
531	Real Estate	19	41	44	12	67	21	35
713	Amusement, Gambling & Recreation Ind	20	31	85	11	27	13	35

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
211	Oil and Gas Extraction	6,907	67.5%	\$2,428	3.0	29.6%	63.7%
541	Professional and Technical Services	170,573	22.4%	\$1,449	1.3	7.8%	17.5%
213	Support Activities for Mining	12,432	206.6%	\$1,421	2.8	35.5%	27.4%
551	Management of Companies and Enterprises	28,418	40.6%	\$2,117	0.9	7.8%	54.1%
425	Electronic Markets and Agents/Brokers	11,209	69.0%	\$1,612	0.8	18.5%	62.4%
236	Construction of Buildings	33,425	16.0%	\$1,063	1.1	-1.3%	41.4%
212	Mining (except Oil and Gas)	5,693	15.5%	\$1,336	1.5	5.2%	35.5%
237	Heavy and Civil Engineering Construction	22,078	13.6%	\$1,044	1.3	-0.3%	34.1%
238	Specialty Trade Contractors	112,193	10.3%	\$784	1.3	0.0%	34.3%
561	Administrative and Support Services	142,171	19.3%	\$595	1.0	5.3%	37.5%
621	Ambulatory Health Care Services	86,540	11.6%	\$1,023	1.0	7.8%	19.5%
523	Financial Investment & Related Activity	15,794	13.8%	\$2,431	1.1	10.6%	6.3%
622	Hospitals	70,481	12.4%	\$909	0.8	6.7%	19.7%
531	Real Estate	35,457	7.8%	\$857	1.4	-1.7%	22.4%
713	Amusement, Gambling & Recreation Ind	34,887	11.4%	\$398	1.4	5.0%	31.4%

- Energy industries dominate the state's top 15 industries, including *Oil and Gas Extraction*, *Support Activities for Mining*, and *Mining (except oil and gas)*.
 - ◆ *Oil and Gas Extraction* as well as *Mining* both have highly competitive employment rates (as compared to the U.S. and seen in the LQ column.) Each has also had tremendous growth through 2007, and that growth is expected to continue through the coming years.
- *Construction* in the state is booming, with all three construction related industries placing in the top 15. The short-term growth outlook is poor in these industries, but long-term projections are very strong. *Real Estate* is a complementary and important sector.
- *Professional and Technical Services* is second on the list with a very competitive average rank, driven particularly by strong employment and historical growth. Workers in this industry include engineers and other professionals whose services would be used by energy extraction and construction, among other industries.

- Health care industries such as *Ambulatory Health Care Services* and *Hospitals* are important in the state, ranking 7th and 8th in terms of number of workers employed, with strong growth projected.
- A variety of business related services round out the top ten, such as *Management of Companies and Enterprises, Administrative and Support Services, Financial Investment & Related Activity* and *Electronic Markets and Agents/Brokers*.
 - ◆ *Electronic Markets and Agents/Brokers*, seen in the statewide list and several local lists, includes wholesale and business-to-business transactions between buyers and sellers over the Internet, and agents and brokers who buy on behalf of buyers and sellers in the wholesale distribution of goods.
- *Amusement, Gambling and Recreation industries* includes ski resorts and casinos as well as recreational sports facilities, golf courses, and country clubs. The sector has significant employment and a high location quotient.

Regional Profiles

Boulder-Longmont MSA

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10% Change	08-16% Change	Avg Rank
541	Professional and Technical Services	1	18	11	3	13	16	12
425	Electronic Markets and Agents/Brokers	33	6	4	14	9	4	14
551	Management of Companies and Enterprises	25	4	2	37	60	2	20
622	Hospitals	9	15	38	33	17	9	23
325	Chemical Manufacturing	21	23	9	6	35	37	23
621	Ambulatory Health Care Services	6	26	25	19	29	23	23
424	Merchant Wholesalers, Nondurable Goods	16	7	6	26	11	68	26
511	Publishing Industries	5	63	8	1	52	28	27
523	Financial Investment & Related Activity	32	11	1	15	7	70	27
454	Nonstore Retailers	43	5	39	9	44	22	28

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
541	Professional and Technical Services	22,841	27.3%	\$1,654	2.6	7.3%	29.3%
425	Electronic Markets and Agents/Brokers	1,082	75.7%	\$1,984	1.2	13.6%	67.9%
551	Management of Companies and Enterprises	1,642	128.2%	\$2,081	0.8	1.3%	87.4%
622	Hospitals	5,498	32.9%	\$856	0.8	6.4%	39.8%
325	Chemical Manufacturing	1,932	23.9%	\$1,724	1.9	3.8%	6.9%
621	Ambulatory Health Care Services	6,721	18.6%	\$1,042	1.1	4.1%	16.4%
424	Merchant Wholesalers, Nondurable Goods	2,331	71.2%	\$1,918	1.0	8.8%	-12.8%
511	Publishing Industries	7,436	-6.7%	\$1,730	6.9	2.2%	11.3%
523	Financial Investment & Related Activity	1,122	39.6%	\$2,153	1.1	14.6%	-15.1%
454	Nonstore Retailers	650	81.9%	\$852	1.2	2.9%	17.2%

- *Professional and Technical Services* is the highest employing industry in the region, and also ranks high in the top 20 of all the criteria.
- The Wholesale Trade industry is important in the region, with both *Electronic Markets and Agents/Brokers* and *Merchant Wholesalers, Nondurable Goods* placing in the top 10. *Electronic Markets* is particularly highly ranked in weekly wage and long-term projected growth.
- Two health care industries are in the top 10, *Hospitals* and *Ambulatory Health Care Services*. Over 12,000 workers are employed between the two, and past and future growth is strong, particularly for *Hospitals*.
- *Chemical Manufacturing* is notable for its high location quotient, indicating strong regional competitiveness in rates of employment (compared to the nation).
- *Publishing Industries* employs a significant number of people and has a very high location quotient, however, the industry has faced recent declines and short-term growth projections are low.
- Other key industries include two finance and business-related industries: *Management of Companies and Enterprises* and *Financial Investment & Related Activity*.

Colorado Springs

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
541	Professional and Technical Services	2	23	15	8	12	35	18
524	Insurance Carriers & Related Activities	13	31	24	10	52	16	24
561	Administrative and Support Services	4	18	66	13	29	9	25
523	Financial Investment & Related Activity	38	13	21	39	6	26	28
236	Construction of Buildings	22	20	31	27	73	5	29
425	Electronic Markets and Agents/Brokers	53	11	7	63	2	8	29
621	Ambulatory Health Care Services	6	33	29	25	8	48	29
813	Membership Organizations & Associations	7	44	50	4	30	28	30
9991	Federal Government	8	43	9	2	53	61	30
611	Educational Services	1	34	52	38	17	32	34

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
541	Professional and Technical Services	21,025	24.1%	\$1,143	1.5	8.2%	24.1%
524	Insurance Carriers & Related Activities	6,029	14.4%	\$866	1.4	-0.4%	43.2%
561	Administrative and Support Services	ND	26.2%	\$532	1.2	4.0%	55.1%
523	Financial Investment & Related Activity	1,446	46.6%	\$924	0.9	10.6%	30.7%
236	Construction of Buildings	3,652	25.4%	\$789	1.1	-5.9%	59.5%
425	Electronic Markets and Agents/Brokers	660	70.1%	\$1,391	0.4	19.9%	55.3%
621	Ambulatory Health Care Services	10,835	13.7%	\$812	1.1	9.6%	16.4%
813	Membership Organizations & Associations	10,016	8.7%	\$640	1.8	3.8%	30.6%
9991	Federal Government	9,622	9.7%	\$1,342	2.6	-0.5%	7.0%
611	Educational Services	23,319	13.3%	\$622	0.9	6.6%	26.5%

- In general, industries in Colorado Springs are showing low to moderate growth from 2008-2010, but much more significant growth through to 2016.
- *Professional and Technical Services* tops the list, with high employment and consistent growth.
- Several business and finance industries are key, including *Insurance Carriers & Related Activities*, *Administrative and Support Services*, and *Financial Investment & Related Activity*.
- There is strong recent growth and long-term projected growth in *Construction of Buildings*.
- *Electronic Markets and Agents/Brokers* employs a small number of people but has high wages and significant growth.
- *Membership Organizations and Associations* has a particularly high employment and location quotient for the region.
- *Federal Government* is a strong industry at 9th overall, with top 10 rankings in the region for location quotient (2.6 times the rate of employment in the region than in the U.S. as a whole) and current employment, and average wages.
 - Partnership for Public Service and other organizations are projecting major shortages of critically skilled occupations within the federal government, particularly related to science, technology, engineering, and math.

Denver-Aurora MSA

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
551	Management of Companies and Enterprises	13	7	5	16	3	4	10
211	Oil and Gas Extraction	54	4	4	2	9	17	18
425	Electronic Markets and Agents/Brokers	38	3	11	29	6	3	18
541	Professional and Technical Services	1	18	21	12	8	51	22
561	Administrative and Support Services	3	13	69	26	46	13	30
523	Financial Investment & Related Activity	30	36	6	9	7	63	30
621	Ambulatory Health Care Services	7	29	38	42	26	30	32
711	Performing Arts and Spectator Sports	55	21	9	21	31	38	32
238	Specialty Trade Contractors	5	49	47	20	48	19	33
424	Merchant Wholesalers, Nondurable Goods	17	38	27	30	53	27	34

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
551	Management of Companies and Enterprises	23,110	42.9%	\$1,995	1.4	15.6%	50.3%
211	Oil and Gas Extraction	4,897	63.6%	\$2,060	3.9	11.0%	27.7%
425	Electronic Markets and Agents/Brokers	8,176	78.3%	\$1,641	1.1	12.7%	51.6%
541	Professional and Technical Services	100,689	20.0%	\$1,292	1.5	11.3%	12.8%
561	Administrative and Support Services	87,788	22.2%	\$581	1.2	2.6%	33.3%
523	Financial Investment & Related Activity	12,050	8.9%	\$1,792	1.6	12.1%	4.7%
621	Ambulatory Health Care Services	ND	10.8%	\$907	1.0	5.2%	20.5%
711	Performing Arts and Spectator Sports	4,628	16.3%	\$1,724	1.3	4.6%	18.4%
238	Specialty Trade Contractors	59,267	4.7%	\$819	1.3	2.3%	26.0%
424	Merchant Wholesalers, Nondurable Goods	21,164	7.9%	\$1,038	1.1	1.8%	21.8%

- Like many large metropolitan areas with large industry headquarters, *Management of Companies and Enterprises* is a key driver in the region, ranking in the top 5 for half of the criteria including short-term projected growth rate, long-term projected growth rate, and average weekly wage, and another top 10 finish for known growth over the past few years.
 - One way to look at important industries is to note the average level compared to other clustering of the rankings. Consider here that *Management of Companies* has an average rank of 10, which is nearly half of the average ranking of the next two industries, both with averages of 18.
- *Oil and Gas Extraction* is an important industry with a strong location quotient and top 5 wages. It also ranks highly in known recent growth, as well as short-term projected growth.
- *Professional and Technical Services* employs the most workers in the region, and recent and short-term growth projections are strong. Other business related industries include *Administrative and Support Services* and *Financial Investment and Related Activity*.
- The Wholesale Trade industry is important in the region, with both *Electronic Markets and Agents/Brokers* and *Merchant Wholesalers, Nondurable Goods* placing in the top 10. Strong growth is expected in *Electronic Markets*.
- *Ambulatory Health Care Services* employs the 7th most people in the region, although the actual number is not-disclosable.

Ft Collins-Loveland MSA

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
541	Professional and Technical Services	3	13	8	11	27	34	17
333	Machinery Manufacturing	16	22	12	5	8	24	17
238	Specialty Trade Contractors	4	52	40	7	41	7	27
622	Hospitals	8	17	28	38	9	38	27
425	Electronic Markets and Agents/Brokers	50	4	5	57	16	10	27
562	Waste Management and Remediation Service	49	42	24	13	13	6	29
621	Ambulatory Health Care Services	7	29	21	31	26	41	29
236	Construction of Buildings	19	32	27	30	53	8	29
312	Beverage & Tobacco Product Manufacturing	34	41	10	1	47	36	30
237	Heavy and Civil Engineering Construction	32	39	21	24	48	9	30

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
541	Professional and Technical Services	10,075	61.3%	\$1,320	1.4	5.9%	21.2%
333	Machinery Manufacturing	2,083	31.5%	\$1,244	1.8	16.2%	27.5%
238	Specialty Trade Contractors	7,406	8.1%	\$760	1.5	3.0%	62.5%
622	Hospitals	5,010	40.4%	\$875	0.9	14.5%	20.2%
425	Electronic Markets and Agents/Brokers	420	113.0%	\$1,473	0.5	9.1%	60.6%
562	Waste Management and Remediation Service	459	11.7%	\$953	1.3	12.1%	69.1%
621	Ambulatory Health Care Services	5,387	19.0%	\$995	1.0	6.0%	18.1%
236	Construction of Buildings	1,856	16.5%	\$879	1.1	1.0%	61.5%
312	Beverage & Tobacco Product Manufacturing	984	11.7%	\$1,271	5.2	1.5%	20.3%
237	Heavy and Civil Engineering Construction	1,096	12.4%	\$995	1.1	1.4%	60.9%

- One way to look at important industries is to note the average rank compared to other clustering of the rankings. Consider here that the average for each of the top two industries is 17, while there is another cluster of three industries that all have an average rank of 27, and the rest of the top 10 is at 29 or 30 for the average ranking. These essentially make up two or three “tiers” of top industries to think about.
- Two industries had very strong average rankings at 17. *Professional and Technical Services* is a key industry for the region, performing above median in all factors.
- Equally ranked is *Machinery Manufacturing*, with top 20 employment and a high location quotient indicating a regional emphasis on this industry. Another manufacturing industry – *Beverage and Tobacco Product Manufacturing* – also makes the top 10 list, propelled by a very high location quotient and good wages.
- Construction-related industries are strong, with *Specialty Trade Contractors*, *Construction of Buildings*, and *Heavy and Civil Engineering Construction* all in the top 10. Significant growth is forecast through 2016 in *Waste Management and Remediation Services*, the likely result of increased construction.
- Two health care industries are in the top 10, *Hospitals* and *Ambulatory Health Care Services*. They are significant regional employers.

Grand Junction MSA

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
213	Support Activities for Mining	5	1	8	1	3	53	14
238	Specialty Trade Contractors	4	18	38	10	20	16	20
622	Hospitals	3	12	19	14	28	37	20
484	Truck Transportation	17	15	30	8	23	29	23
237	Heavy and Civil Engineering Construction	22	50	21	4	15	12	24
562	Waste Management and Remediation Service	44	54	23	5	13	5	28
236	Construction of Buildings	19	43	36	25	29	13	31
332	Fabricated Metal Product Manufacturing	29	14	37	42	54	11	32
425	Electronic Markets and Agents/Brokers	64	4	14	72	6	17	35
541	Professional and Technical Services	9	27	31	56	66	28	37

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
213	Support Activities for Mining	2,917	690.6%	\$1,368	23.7	42.5%	8.2%
238	Specialty Trade Contractors	3,731	48.4%	\$746	1.6	9.8%	44.1%
622	Hospitals	3,752	72.1%	\$973	1.5	9.0%	25.4%
484	Truck Transportation	1,128	64.4%	\$863	1.7	9.3%	29.7%
237	Heavy and Civil Engineering Construction	977	9.3%	\$940	2.1	12.0%	51.9%
562	Waste Management and Remediation Service	330	6.1%	\$921	2.0	13.3%	84.5%
236	Construction of Buildings	1,043	15.2%	\$826	1.2	8.9%	50.6%
332	Fabricated Metal Product Manufacturing	680	69.2%	\$782	0.9	4.2%	56.6%
425	Electronic Markets and Agents/Brokers	105	114.4%	\$1,022	0.3	21.8%	43.8%
541	Professional and Technical Services	2,347	28.8%	\$857	0.7	2.6%	29.7%

- *Support Activities for Mining* tops the list for this region, ranking first in recent job growth and location quotient (at a remarkable 23 times higher than the national average), and top five finishes in short-term projected growth, and number of current jobs. It is also in the top ten for wages. The long-term growth is expected to be about a fifth of what the short-term growth is expected to be, and that bears watching.
- All construction-related industries are strong, with *Specialty Trade Contractors*, *Construction of Buildings*, and *Heavy and Civil Engineering Construction* all in the top 7. *Waste Management and Remediation Services* is also a strong growth industry; it often correlates to growth in construction because of the growth in buildings to service.
- *Electronic Markets and Agents/Brokers* and *Truck Transportation* form a strong distribution and logistics type cluster. *Metal Product Manufacturing* has grown significantly since 2003, and long-term projections are also good. *Professional and Technical Services* is a strong employer in the region although short-term growth projections are nearly flat.

Greeley MSA

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
213	Support Activities for Mining	12	4	13	1	2	39	14
237	Heavy and Civil Engineering Construction	15	17	16	8	4	40	20
211	Oil and Gas Extraction	40	20	14	3	3	23	21
424	Merchant Wholesalers, Nondurable Goods	11	44	15	13	17	36	26
551	Management of Companies and Enterprises	26	18	4	32	82	15	28
238	Specialty Trade Contractors	3	33	46	15	46	25	29
327	Nonmetallic Mineral Product Mfg	32	15	25	9	74	28	30
321	Wood Product Manufacturing	30	30	45	10	67	2	31
332	Fabricated Metal Product Manufacturing	25	53	17	20	22	27	31
325	Chemical Manufacturing	14	77	18	5	80	4	32
236	Construction of Buildings	23	50	19	22	31	29	32

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
213	Support Activities for Mining	2,170	182.9%	\$1,225	13.3	45.7%	30.3%
237	Heavy and Civil Engineering Construction	1,790	55.7%	\$1,040	2.9	17.9%	30.1%
211	Oil and Gas Extraction	508	50.3%	\$1,185	6.0	18.4%	52.9%
424	Merchant Wholesalers, Nondurable Goods	2,241	12.8%	\$1,146	1.8	7.6%	31.2%
551	Management of Companies and Enterprises	1,092	53.2%	\$1,759	1.0	-5.1%	84.3%
238	Specialty Trade Contractors	4,917	22.6%	\$705	1.6	1.0%	52.4%
327	Nonmetallic Mineral Product Mfg	777	66.1%	\$968	2.5	-2.9%	50.3%
321	Wood Product Manufacturing	829	29.4%	\$723	2.4	-1.4%	136.1%
332	Fabricated Metal Product Manufacturing	1,261	4.2%	\$1,026	1.3	6.4%	51.8%
325	Chemical Manufacturing	1,956	-12.3%	\$1,013	3.6	-4.9%	105.6%
236	Construction of Buildings	1,324	7.2%	\$999	1.2	5.1%	46.3%

- *Oil and Gas Extraction* and *Support Activities for Mining* are at the top of the list for this region, with high location quotients, recent and short-term growth. Over the long-term, *Oil and Gas* is expected to grow at much higher rates than *Support Activities for Mining*.
- All construction-related industries are strong, with *Specialty Trade Contractors*, *Construction of Buildings*, and *Heavy and Civil Engineering Construction* all in the top 10. *Heavy and Civil Engineering Construction* ranks 2nd overall in the region.
- A variety of manufacturing industries are strong in the region, such as *Nonmetallic Mineral Products*, *Wood Products*, *Fabricated Metal Products* and *Chemical Manufacturing*. Of these, *Nonmetallic Mineral* as well as *Wood Products* have seen recent job growth, but short-term declines are projected. *Fabricated Metal* as well as *Chemical Manufacturing* both employ significant number of workers in the region but have seen recent employment declines. *Chemical Manufacturing* has a particularly high location quotient, indicating the region has a competitive advantage in this industry.

Pueblo MSA

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change	Avg Rank
327	Nonmetallic Mineral Product Mfg	24	20	30	3	10	28	22
236	Construction of Buildings	11	16	19	14	37	41	24
221	Utilities	36	30	10	7	12	38	26
331	Primary Metal Manufacturing	12	33	15	1	13	72	28
621	Ambulatory Health Care Services	5	45	29	12	21	39	29
561	Administrative and Support Services	3	17	79	17	39	16	31
9992	State Government	10	37	31	9	19	68	33
238	Specialty Trade Contractors	7	38	45	21	74	18	34
9991	Federal Government	21	25	11	34	47	52	34
611	Educational Services	1	34	49	29	42	37	35

NAICS	Industry	2007 Jobs	03-07 % Change	Avg Wkly Wage	LQ	08-10 % Change	08-16 % Change
327	Nonmetallic Mineral Product Mfg	603	29.9%	\$836	2.8	11.3%	25.9%
236	Construction of Buildings	1,133	41.8%	\$959	1.5	2.7%	14.2%
221	Utilities	416	12.9%	\$1,198	1.8	9.9%	19.1%
331	Primary Metal Manufacturing	ND	10.0%	\$1,060 ¹	5.5	9.5%	-7.5%
621	Ambulatory Health Care Services	3,442	4.5%	\$840	1.5	5.2%	18.1%
561	Administrative and Support Services	4,453	40.4%	\$378	1.3	2.3%	55.3%
9992	State Government	1,764	7.4%	\$821	1.7	5.4%	-4.6%
238	Specialty Trade Contractors	2,495	7.1%	\$676	1.2	-3.9%	52.6%
9991	Federal Government	727	17.5%	\$1,156	0.9	1.3%	9.1%
611	Educational Services	5,418	9.0%	\$618	1.0	2.0%	20.3%

- This is a very balanced region, as each industry's average rank is within one or two points of the industry that precedes it. Two manufacturing industries are important to the region, including *Nonmetallic Mineral Product Manufacturing* and *Primary Metal Manufacturing*. Both have high location quotients that demonstrate their emphasis in the region, with *Primary Metal Manufacturing* having five times the rate of employment than does the nation.
- Construction-related industries are strong, with *Construction of Buildings* and *Specialty Trade Contractors* both in the top 10. *Utilities* also rank highly, primarily due to a high location quotient.
- Industries that support the local population make up the rest of the list, including *Ambulatory Health Care Services* and *Educational Services*. *Government* – both *State* and *Federal* – is also very strong, with *State Government* scoring in the top 10 for both current jobs and location quotient.

¹ Regional wage not available for this industry, this is the statewide average