

**Industry Overview**

The Denver south region<sup>1</sup> is a growing global financial center with a vibrant business environment, highly educated workforce, and low operational costs for companies to grow and thrive. Three subclusters in the financial services cluster include: (1) banking and finance, (2) investments, and (3) insurance. The banking and finance subcluster is comprised of transaction-oriented companies including commercial banks and credit unions, lenders, credit agencies, and mortgage bankers. The investments subcluster includes companies involved in financial advising, securities and commodities trade, real estate investment trusts (REITS), portfolio management, and financial planning. The insurance subcluster consists of insurance carriers and brokerages.

The financial services cluster in the Denver South region is the largest cluster in terms of employment, with nearly 33,530 employees in about 3,840 companies. The Denver South region’s financial services cluster continues to expand. Over the past five years, financial services employment grew 14.3 percent, compared with 6.8 percent nationally. Employment in the region’s financial services cluster grew 0.4 percent between 2018 and 2019,

rising for the fifth-consecutive year. The region’s employment growth over the last several years has been partially attributed to major employment expansions for companies such as Charles Schwab and Fidelity Investments, among others. The financial services industry reached its highest employment base in 2019 in the history of tracking the industry, employing 9.8 percent of the Denver South region’s total employment base. More than 32 percent of the nine-county Metro Denver and Northern Colorado’s<sup>2</sup> total employment in financial services was located in the Denver South region.

The banking and finance subcluster represented 38 percent of the total financial services employment base in the Denver South region in 2019, while both the investments and insurance subclusters each represented 31 percent. Between 2018 and 2019, employment in all three subclusters posted positive gains.

- Among the three subclusters, employment in the investments subcluster grew at the fastest pace, rising 0.6 percent over-the-year. Annual wages in the investments subcluster were the highest of all the region’s clusters and subclusters, averaging \$159,320.
- Employment in the insurance subcluster rose 0.5 percent over-the-year and rose 9.6 percent between 2014 and 2019. Nearly 86 percent of the region’s insurance companies employed fewer than 10 people.
- Employment in the banking and finance subcluster increased 0.2 percent between 2018 and 2019. Several bank branches and operations across the Denver South region trimmed payrolls or closed branches, leading to slower employment growth.



<b>Financial Services Facts - 2019</b>	
<b>9.8%</b>	Employment concentration
<b>33,530</b>	Employees
<b>3,840</b>	Companies
<b>14.3%</b>	Employment growth between 2014-2019

<sup>1</sup> The Denver South region consists of zip codes 80111, 80112, 80124, 80126, 80129, 80130, 80134, and 80237.

<sup>2</sup> The nine-county Metro Denver and Northern Colorado region consists of Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, Larimer, and Weld Counties.

Since 2014, the number of financial services firms has nearly doubled in the Denver South region, increasing almost 50 percent. Between 2018 and 2019, the number of companies in the Denver South region rose 7.3 percent and the number of companies in all three subclusters rose at least 4.6 percent over-the-year. While the region is home to major, large national and international financial services companies including Charles Schwab, Western Union, Great-West Financial, and Fidelity Investments, 79 percent of the companies employed fewer than 10 people. Of the 10 *Fortune* 500 companies located in Colorado, six are located in the Denver South region and six companies headquartered in the region were included on the *Forbes*' 2019 Global 2000 list. Further, eight of the 25 largest private employers in the Denver South region are financial services firms representing nearly 32 percent of total employment on the list.

The Denver South region's central U.S. location on the 105th meridian, the midpoint between Tokyo and Frankfurt, makes it a strategic choice for financial services companies conducting international business. In fact, air travelers can easily reach two-thirds of the nation within two hours and are within four hours flying time of every North American city with a population of 1 million or more. With its unique Mountain Time zone location, the region offers one-bounce satellite uplinks to world satellite networks and real-time connections to six continents in one business day. In addition, Denver South offers financial services firms ample office space and high-speed telecommunications structures.

Several trends are changing the landscape of the Denver South region's financial services cluster. The Denver South region and the greater Metro Denver area are evolving as a hub for financial technology innovation, or fintech, which is the intersection among two of the region's strongest industries: technology and financial services. Fintech companies help businesses and investors manage their financial operations, including billing needs, project-based financing, and investments management by utilizing specialized software and algorithms. BuiltIn Colorado, a resource for Colorado startups and technology companies, estimates there are over 10 fintech companies in the Denver South region and more than 160 fintech companies in the greater Metro Denver region. Several fintech firms growing and expanding their presence in the Denver South region include IQNavigator, Q Rails Inc., and Veritech Solutions. In addition to the fintech startup companies, there are also a number of large, established companies that have fintech-focused operations in the region including Western Union, Empower Retirement, and VISA. Western Union recently partnered with Boulder-based accelerator Techstars to create a new global payments innovation accelerator.

The region has continued to experience a steady stream of mergers and acquisitions in financial services. The consolidation is partly driven by increased overhead, the expense of compliance with an increasing regulatory environment, and technology advancements. Nearly 130 bank branches have closed across the state since 2014, with some a result of out-of-state bank acquisitions, which have grown in recent years. In 2019, several companies in the Denver South region including U.S. Bank and BOK Financial closed branches. Additionally, increasing population growth, rising home values, and low unemployment rates continue to drive strong loan growth in the region. As a result, credit union memberships continue to grow at remarkably fast rates as loan growth has outpaced savings in recent years. Technological advancements will continue to drive innovation among financial services firms. Fintech and blockchain technologies will continue to shape the new business model, advances in robotics and artificial intelligence will add efficiencies, and customer intelligence will improve revenue growth and profitability.

### **2019 Industry Highlights**

Notable company announcements and expansions in the Denver South region included:

### *Banking and Finance*

- The Western Union Co. moved its headquarters from Douglas County to a new 15-story building in the Denver Tech Center. The company leased 246,500 square feet in One Belleview Station, which is more visible and more centralized to support its brand recognition.
- Naples, Fla.-based payment company ACI Worldwide opened a Denver Tech Center office after purchasing Western Union’s business payments division Speedpay. ACI Worldwide specializes in facilitating real-time payments and has more than 5,000 employees in 14 offices across 40 countries.
- InBankshares Corp. moved its Aurora headquarters to the Denver Tech Center. The bank holding company recently acquired Raton Capital Corporation, the banking holding company that oversees New Mexico-based International Bank in a \$46.3 million deal.
- Sunflower Bank, with locations in the Denver South region and the 25th largest bank in Metro Denver, is adding offices and employees. Currently, the bank employs 120, with plans to increase by 20 percent.
- InBank opened a full-service branch in Greenwood Village. The new location near existing customers and other businesses supports the company’s growing geographic footprint in the region.
- Elavon, an Atlanta-based fellow subsidiary of U.S. Bancorp, opened a new office in Englewood. The new office will specialize in payment processes technology.
- PacWest Bancorp opened a third loan production office in Greenwood Village and relocated three of its key executives to the office. Pacific Western Bank has more than \$26.2 billion in combined total assets.
- Venminder, a market leader in third party risk management solutions, moved its second corporate office to the Denver Tech Center to support the company’s rapid growth. The new office will be home to the Venminder sales development team.
- Greenwood Village-based CoBank was named to *Global Finance* magazine’s list of the “World’s Safest Banks for 2019.” This is the ninth-consecutive year that CoBank has been named to the list.

### *Investments*

- Fidelity Investments exceeded hiring goals and added more than 100 employees in Denver with expectations to add more than 200 new employees in the coming months. The firm also plans to expand its regional office in Greenwood Village to accommodate the larger workforce.
- Charles Schwab opened a 5-story, 1,100-space parking garage that includes more than 45,000 square feet of available retail space to accommodate its growing Lone Tree campus. The company’s Lone Tree campus is now home to 4,500 employees and has grown over 2,000 employees since 2015.
- Denver-based AIMCO broke ground on a \$87 million, 253-apartment community at the University of Colorado Anschutz Medical Campus. The community will include an athletic club, onsite retail, and adjacency to light rail, which is slated for 2020.

### *Insurance*

- Insurance brokerage firm CCIG moved into the top two floors at 155 Inverness Drive West in the Denver Tech Center. The company plans to expand and will eventually occupy the majority of the building.
- Central Bancorp opened an insurance office in the Denver Tech Center. The company’s expansion will also help the financial holding company fill its fintech team.
- Great-West Financial and its retirement services subsidiary Empower Retirement were named the “Best Company to Work for in Colorado” for its employee perks, diversity and inclusion, and its salaries by Zippia. Over the past three years Empower has added approximately 900 employees to support its growth.

### Industry Infrastructure

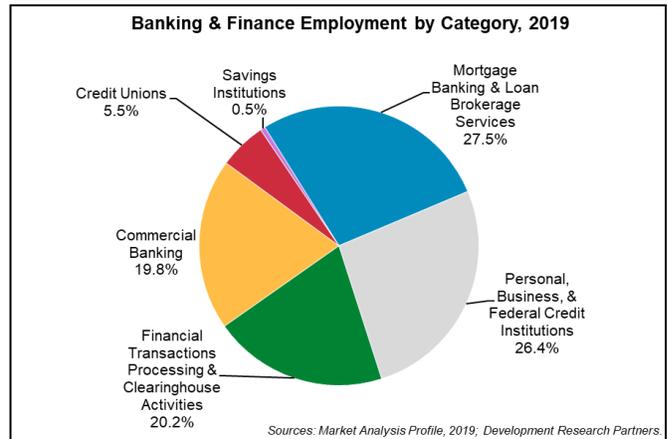
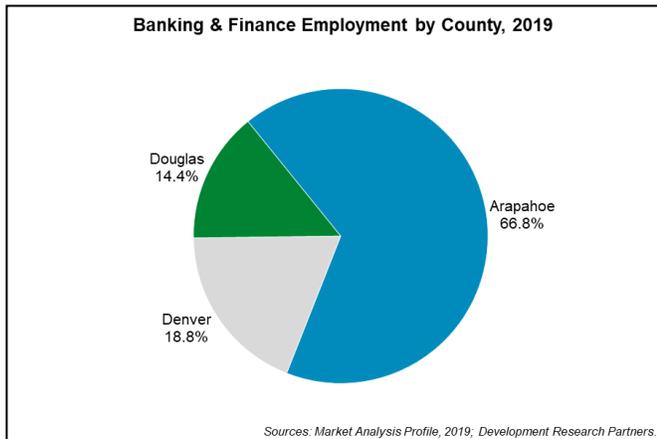
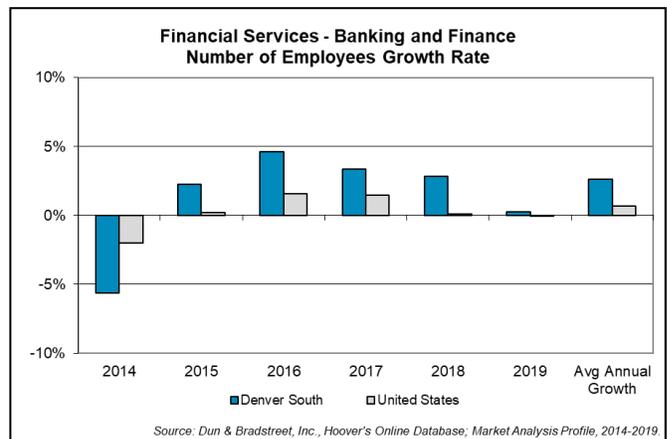


### Banking and Finance Economic Profile

The banking and finance subcluster consists of 16, six-digit North American Industry Classification System (NAICS) codes including both depository and non-depository institutions such as commercial banks, credit card companies, and mortgage brokers.

	Denver South	United States
Direct employment, 2019	12,730	2,650,970
Number of direct companies, 2019	740	216,660
One-year direct employment growth, 2018-2019	0.2%	0.0%
Five-year direct employment growth, 2014-2019	14.0%	3.4%
Avg. annual direct employment growth, 2014-2019	2.6%	0.7%
Direct employment concentration	3.7%	1.6%

Sources: Dun & Bradstreet, Inc., Hoover's Online Database; Market Analysis Profile, 2014-2019; Development Research Partners.



**Major Banking and Finance Companies**

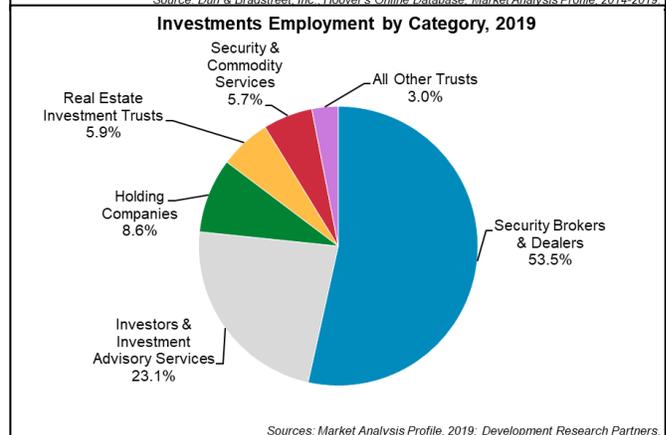
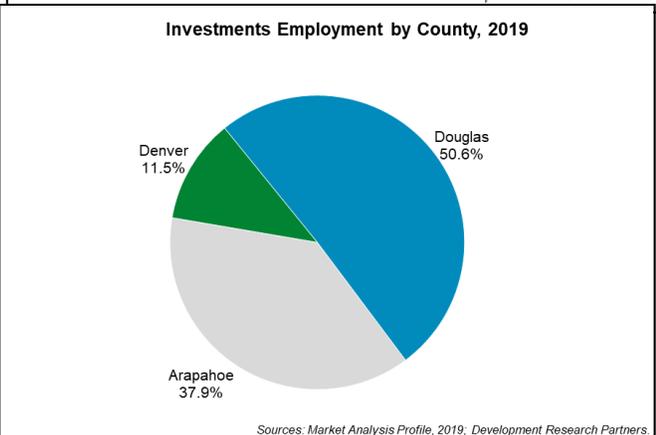
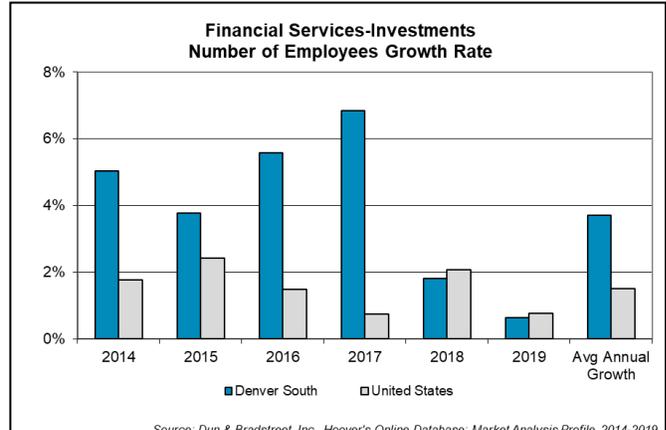
- Bank of the West  
[www.bankofthewest.com](http://www.bankofthewest.com)
- Bellco Credit Union  
[www.bellco.org](http://www.bellco.org)
- Canvas Credit Union  
[www.canvas.org](http://www.canvas.org)
- Cherry Creek Mortgage  
[www.cherrycreekmortgage.com](http://www.cherrycreekmortgage.com)
- Citywide Banks  
[www.citywidebanks.com](http://www.citywidebanks.com)
- CoBank  
[www.cobank.com](http://www.cobank.com)
- Elavon  
[www.elavon.com](http://www.elavon.com)
- Nelnet  
[www.nelnet.com](http://www.nelnet.com)
- Nordstrom Credit  
[www.nordstrom.com](http://www.nordstrom.com)
- Pulte Mortgage  
[www.pultemortgage.com](http://www.pultemortgage.com)
- Specialized Loan Servicing LLC  
[www.sls.net](http://www.sls.net)
- U.S. Bank  
[www.usbank.com](http://www.usbank.com)
- VISA Debit Processing Services  
[www.visa.com](http://www.visa.com)
- Wells Fargo Bank Colorado  
[www.wellsfargo.com](http://www.wellsfargo.com)
- Western Union  
[www.westernunion.com](http://www.westernunion.com)
- Worldpay, Inc.  
[www.fisglobal.com](http://www.fisglobal.com)

**Investments Economic Profile**

The investments subcluster consists of 15, six-digit North American Industry Classification System (NAICS) codes including companies involved in securities, brokerage, real estate investment trusts, and holding companies.

Investments Employment and Company Profile, 2019		
	Denver South	United States
Direct employment, 2019	10,380	1,455,970
Number of direct companies, 2019	2,270	396,710
One-year direct employment growth, 2018-2019	0.6%	0.8%
Five-year direct employment growth, 2014-2019	20.0%	7.7%
Avg. annual direct employment growth, 2014-2019	3.7%	1.5%
Direct employment concentration	3.0%	0.9%

Sources: Dun & Bradstreet, Inc., Hoover's Online Database; Market Analysis Profile, 2014-2019; Development Research Partners.

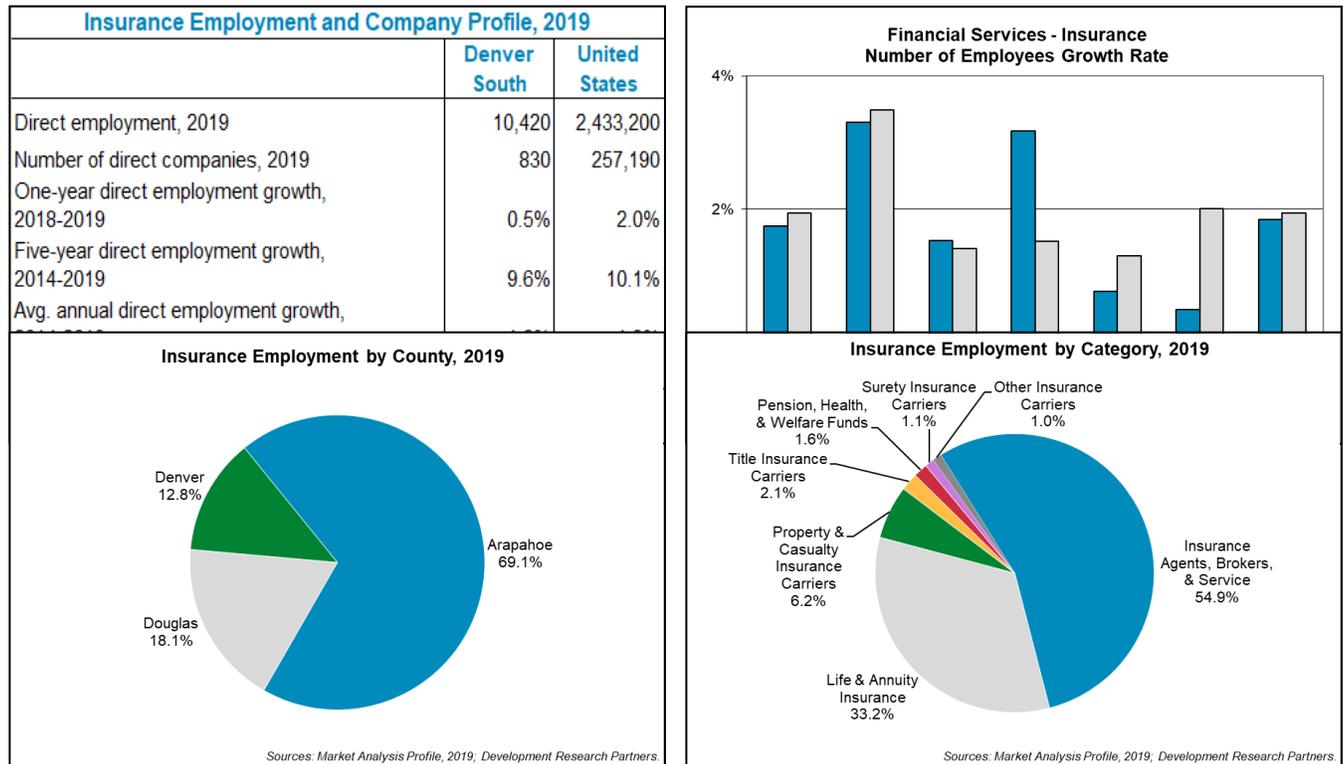


**Major Investments Companies**

- AIMCO  
[www.aimco.com](http://www.aimco.com)
- Charles Schwab & Co.  
[www.schwab.com](http://www.schwab.com)
- Citigroup  
[www.citigroup.com](http://www.citigroup.com)
- Edward Jones  
[www.edwardjones.com](http://www.edwardjones.com)
- Empower Retirement  
[www.empower-retirement.com](http://www.empower-retirement.com)
- Fidelity Investments  
[www.fidelity.com](http://www.fidelity.com)
- M.D.C. Holdings, Inc.  
[www.richmondamerican.com](http://www.richmondamerican.com)
- National Bank Holdings Corp.  
[www.nationalbankholdings.com](http://www.nationalbankholdings.com)
- Redwood Trust, Inc.  
[www.redwoodtrust.com](http://www.redwoodtrust.com)
- Standard & Poor's  
[www.standardandpoors.com](http://www.standardandpoors.com)
- UDR, Inc.  
[www.udr.com](http://www.udr.com)

**Insurance Economic Profile**

The insurance subcluster consists of 13, six-digit North American Industry Classification System (NAICS) codes including companies involved in all types of insurance ranging from life, accident, casualty, title, and surety insurance to pension, health, and welfare funds businesses.



**Major Insurance Companies**

- Allied Insurance  
[www.alliedinsurance.com](http://www.alliedinsurance.com)
- Allstate Insurance  
[www.allstate.com](http://www.allstate.com)
- American Family Insurance  
[www.amfam.com](http://www.amfam.com)
- CNA Surety Corp.  
[www.cnasurety.com](http://www.cnasurety.com)
- Great-West Financial  
[www.greatwest.com](http://www.greatwest.com)
- Land Title Guarantee Company  
[www.ltgc.com](http://www.ltgc.com)
- Liberty Mutual  
[www.libertymutual.com](http://www.libertymutual.com)
- Lockton Companies  
[www.lockton.com](http://www.lockton.com)
- Moody Insurance  
[www.moodyins.com](http://www.moodyins.com)
- Progressive Casualty Insurance Company  
[www.progressive.com](http://www.progressive.com)
- The Hartford  
[www.thehartford.com](http://www.thehartford.com)
- The Travelers Indemnity Company  
[www.travelers.com](http://www.travelers.com)

**Financial Services Workforce Profile**

*Banking and Finance Workforce Profile*

The banking and finance is the largest subcluster in the Denver South region in terms of employment, totaling over 12,730 workers in almost 740 companies. With 62.5 percent of the adult population having a bachelor’s degree or higher, the Denver South region provides a highly educated labor base with industry specific skills and talent. According to the U.S. Census Bureau, 10.1 percent of the Denver South region’s labor force was employed in business and financial operations occupations, almost double the U.S. average of 5.3 percent. Educational institutions throughout the region offer financial services degrees, certifications, and specializations.

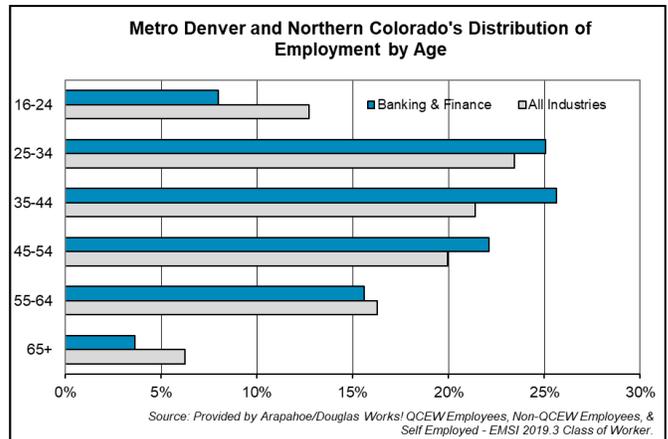
*Age Distribution*

The age distribution of workers in the region’s banking and finance subcluster is concentrated between the ages of 25 and 54 years old (72.8 percent), compared with the age distribution of all industries across the nine-county region (64.8 percent). Specifically, the largest share of workers in the banking and finance subcluster were between the ages of 35 and 44 years old.

*Wages*

The 2018 average annual salary for workers in the banking and finance subcluster was \$86,780 in the nine-county region, compared with the national average of \$87,610. Total payroll exceeded \$3.5 billion in 2018.

- Metro Denver & Northern Colorado’s Educational Programs with Largest Number of Banking & Finance-related Graduates
- Accounting
  - Accounting Technology/Technician & Bookkeeping
  - Business Administration & Management, General
  - Business/Commerce, General
  - Computer Science
  - Finance, General
  - Information Technology
  - Management Science
  - Marketing/Marketing Management, General
  - Public Administration



*Occupation & Salary Profile*

The Occupation & Salary Profile below includes the 10 largest banking and finance occupations in the region. For these 10 largest occupations, the chart details the total number of workers employed in that occupation across all industries, the number of available applicants that would like to be working in that occupation, the number of recent graduates that are qualified for that occupation, and the median and sample percentile annual salaries.

**Metro Denver and Northern Colorado Banking and Finance Occupation & Salary Profile, 2019**

10 Largest Banking and Finance Occupations in Metro Denver and Northern Colorado	Total Working Across All Industries (2019)	Number of Available Applicants (2019)	Number of Graduates (2018)	Median Salary	10th Percentile Salary	25th Percentile Salary	75th Percentile Salary	90th Percentile Salary
1. Securities, commodities, & financial services sales agents	10,616	280	18	\$56,554	\$30,597	\$38,547	\$91,514	\$146,475
2. Tellers	3,968	105	0	\$29,793	\$24,032	\$26,604	\$34,271	\$41,350
3. Loan officers	3,938	104	445	\$63,318	\$29,800	\$43,254	\$90,582	\$121,564
4. Customer service representatives	35,851	946	0	\$35,784	\$23,673	\$28,138	\$46,314	\$59,133
5. Loan interviewers & clerks	2,861	75	0	\$47,321	\$33,476	\$39,291	\$56,887	\$66,297
6. First-line supervisors of office & administrative support workers	15,868	419	79	\$61,283	\$36,697	\$47,879	\$77,844	\$98,548
7. Financial managers	6,917	182	474	\$150,856	\$87,325	\$114,308	\$202,679	\$313,507
8. Accountants & auditors	32,202	850	1,120	\$74,292	\$45,214	\$56,730	\$100,462	\$130,913
9. Software developers, applications	27,310	720	1,368	\$104,774	\$62,917	\$81,992	\$130,715	\$157,967
10. Business operations specialists, all other	36,497	963	53	\$75,567	\$43,759	\$56,278	\$100,452	\$129,838

Notes: The number of available applicants is a point-in-time measurement of the number of people who have registered in Colorado’s workforce development system’s statewide database, Connecting Colorado, as being able and available to work in a particular occupation. Results should be interpreted with caution since registration in Connecting Colorado is self-reported. In addition, the skills rubric may assign up to four occupation codes for each registrant. Therefore, the number of available applicants could be inflated. *Source: Provided by Arapahoe/Douglas Works!; QCEW Employees, Non-QCEW Employees, & Self Employed - EMSI 2019.3 Class of Worker.*

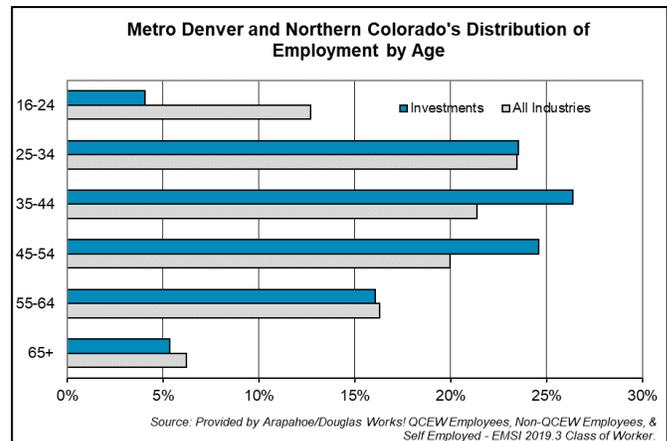
**Investments Workforce Profile**

The investments subcluster is experiencing strong growth. In the past five years, employment in the investments subcluster grew 20 percent, compared with 7.7 percent nationally. Employment in the investments subcluster grew for the ninth-consecutive year in 2019, adding nearly 3,470 workers since 2010. The region is also home to a significant concentration of investment services companies ranging from small investment firms to multinational companies such as National Bank Holdings Corp. and M.D.C. Holdings, who have their U.S. headquarters in the region. Other industry leaders such as Charles Schwab and Fidelity Investments have invested in renovations of their regional offices to support workforce expansions.

- Metro Denver & Northern Colorado’s Educational Institutions with greatest number of Investments-related graduates
- Accounting
  - Accounting Technology/Technician & Bookkeeping
  - Business Administration & Management, General
  - Business/Commerce, General
  - Computer Science
  - Finance, General
  - Information Technology
  - Management Science
  - Marketing/Marketing Management, General
  - Public Administration

*Age Distribution*

The age distribution of workers in the region’s investments subcluster is concentrated between the ages of 35 and 54 years old (51 percent), compared with the age distribution of all industries across the nine-county region (41.3 percent).



*Wages*

Wages in the investments subcluster are among the highest across all industry clusters. The 2018 average annual salary for workers in the investments subcluster was \$159,320, compared with the national average of \$223,330.<sup>3</sup> Total payroll exceeded \$4.8 billion in 2018.

*Occupation & Salary Profile*

The Occupation & Salary Profile below includes the 10 largest investments occupations in the region. For these 10 largest occupations, the chart details the total number of workers employed in that occupation across all industries, the number of available applicants that would like to be working in that occupation, the number of recent graduates that are qualified for that occupation, and the median and sample percentile annual salaries.

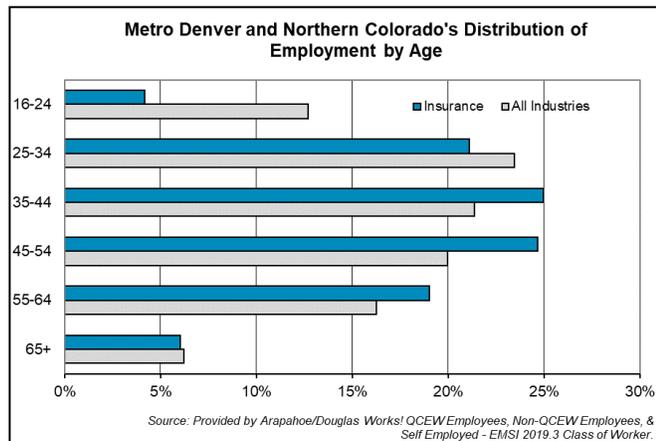
**Metro Denver and Northern Colorado Investments Occupation & Salary Profile, 2019**

10 Largest Investments Occupations in Metro Denver and Northern Colorado	Total Working Number of Industries (2019)	Available Applicants (2019)	Number of Graduates (2018)	Median Salary	10th Percentile Salary	25th Percentile Salary	75th Percentile Salary	90th Percentile Salary
1. Securities, commodities, & finan. services sales agents	10,616	280	18	\$56,554	\$30,597	\$38,547	\$91,514	\$146,475
2. Personal financial advisors	4,190	111	463	\$85,130	\$47,758	\$60,514	\$118,348	\$220,067
3. Accountants & auditors	32,202	850	1,120	\$74,292	\$45,214	\$56,730	\$100,462	\$130,913
4. Financial analysts	3,635	96	448	\$90,042	\$47,454	\$62,723	\$130,792	\$200,640
5. Financial managers	6,917	182	474	\$150,856	\$87,325	\$114,308	\$202,679	\$313,507
6. Business operations specialists, all other	36,497	963	53	\$75,567	\$43,759	\$56,278	\$100,452	\$129,838
7. Customer service representatives	35,851	946	0	\$35,784	\$23,673	\$28,138	\$46,314	\$59,133
8. Secretaries & administrative assistants, except legal, medical, & executive	32,680	862	43	\$38,413	\$24,255	\$30,776	\$47,897	\$57,776
9. Brokerage clerks	746	20	281	\$50,904	\$39,024	\$44,315	\$58,842	\$66,870
10. Executive secretaries & executive admin. assistants	8,530	225	94	\$54,615	\$40,053	\$45,491	\$67,047	\$79,588

Notes: The number of available applicants is a point-in-time measurement of the number of people who have registered in Colorado’s workforce development system’s statewide database, Connecting Colorado, as being able and available to work in a particular occupation. Results should be interpreted with caution since registration in Connecting Colorado is self-reported. In addition, the skills rubric may assign up to four occupation codes for each registrant. Therefore, the number of available applicants could be inflated. *Source: Provided by Arapahoe/Douglas Works!; QCEW Employees, Non-QCEW Employees, & Self Employed - EMSI 2019.3 Class of Worker.*

**Insurance Workforce Profile**

With nearly 10,420 employees in 830 companies, the insurance subcluster is a large part of the employee base in the Denver South region. Since 2014, the region’s growing pipeline of insurance workers has increased over 910 workers. The region is also home to major operations for Travelers Indemnity and Great-West Financial. Companies in the insurance subcluster can choose from



Metro Denver & Northern Colorado’s Educational Institutions with greatest number of Insurance-related graduates

- Accounting
- Accounting Technology/Technician & Bookkeeping
- Business Administration & Management, General
- Business/Commerce, General
- Computer & Information Sciences, General
- Computer Science
- Computer Systems Networking & Telecommunications
- Finance, General
- Information Technology
- Marketing/Marketing Management, General

<sup>3</sup> The average annual salary in the investments subcluster is significantly higher due to the large number of small, boutique investment services firms across the region who earn more from assets under management. Additionally, the average annual wage includes bonuses, stock options, severance pay, profit distributions, cash value of meals and lodging, and tips and other gratuities, which contributes to higher-than-average salaries in the investments subcluster.

a strong talent pipeline in the Denver South region. According to JLL, Denver attracted highly skilled labor at the fastest rate in the country in 2019 and the Associated Press named Metro Denver among the 10 U.S. metro areas with the largest income gains since the recession. Insurance-related programs, degrees, certifications, and specializations are offered throughout the region’s educational institutions.

*Age Distribution*

The age distribution of workers in the region’s insurance subcluster is concentrated between the ages of 35 and 64 years old (68.7 percent), compared with the age distribution of all industries across the nine-county region (57.6 percent).

*Wages*

The 2018 average annual salary for workers in the insurance subcluster was \$78,890 in the nine-county region, compared with the national average of \$88,410. Total payroll reached nearly \$2.5 billion in 2018.

*Occupation & Salary Profile*

The Occupation & Salary Profile below includes the 10 largest insurance occupations in the region. For these 10 largest occupations, the chart details the total number of workers employed in that occupation across all industries, the number of available applicants that would like to be working in that occupation, the number of recent graduates that are qualified for that occupation, and the median and sample percentile annual salaries.

**Metro Denver and Northern Colorado Insurance Occupation & Salary Profile, 2019**

10 Largest Insurance Occupations in Metro Denver and Northern Colorado	Total Working Number of Across All Industries (2019)	Number of Available Applicants (2019)	Number of Graduates (2018)	Median Salary	10th Percentile Salary	25th Percentile Salary	75th Percentile Salary	90th Percentile Salary
1. Insurance sales agents	12,867	339	0	\$51,502	\$26,477	\$36,155	\$81,600	\$113,235
2. Claims adjusters, examiners, & investigators	3,982	105	0	\$71,255	\$44,794	\$57,000	\$88,571	\$106,259
3. Customer service representatives	35,851	946	0	\$35,784	\$23,673	\$28,138	\$46,314	\$59,133
4. Insurance claims & policy processing clerks	2,695	71	0	\$45,002	\$25,866	\$35,386	\$57,176	\$73,252
5. Business operations specialists, all other	36,497	963	53	\$75,567	\$43,759	\$56,278	\$100,452	\$129,838
6. Insurance underwriters	1,124	30	0	\$75,599	\$50,153	\$59,372	\$101,201	\$128,074
7. Accountants & auditors	32,202	850	1,120	\$74,292	\$45,214	\$56,730	\$100,462	\$130,913
8. Software developers, applications	27,310	720	1,368	\$104,774	\$62,917	\$81,992	\$130,715	\$157,967
9. General & operations managers	30,662	809	5,481	\$114,331	\$47,965	\$71,279	\$183,182	\$263,339
10. Secretaries & administrative assistants, except legal, medical, & executive	32,680	862	43	\$38,413	\$24,255	\$30,776	\$47,897	\$57,776

Notes: The number of available applicants is a point-in-time measurement of the number of people who have registered in Colorado’s workforce development system’s statewide database, Connecting Colorado, as being able and available to work in a particular occupation. Results should be interpreted with caution since registration in Connecting Colorado is self-reported. In addition, the skills rubric may assign up to four occupation codes for each registrant. Therefore, the number of available applicants could be inflated. Source: Provided by Arapahoe/Douglas Works!; QCEW Employees, Non-QCEW Employees, & Self Employed - EMSI 2019.3 Class of Worker.

For additional information, contact us:



Denver South Economic Development Partnership  
 304 Inverness Way South, Suite 315  
 Englewood, CO 80112  
 303-792-9447  
 www.denver-south.com

Prepared by Development Research Partners, Inc., [www.DevelopmentResearch.net](http://www.DevelopmentResearch.net)