



2025

# Retail

## INDUSTRY PROFILE

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Colorado Urban Front Range

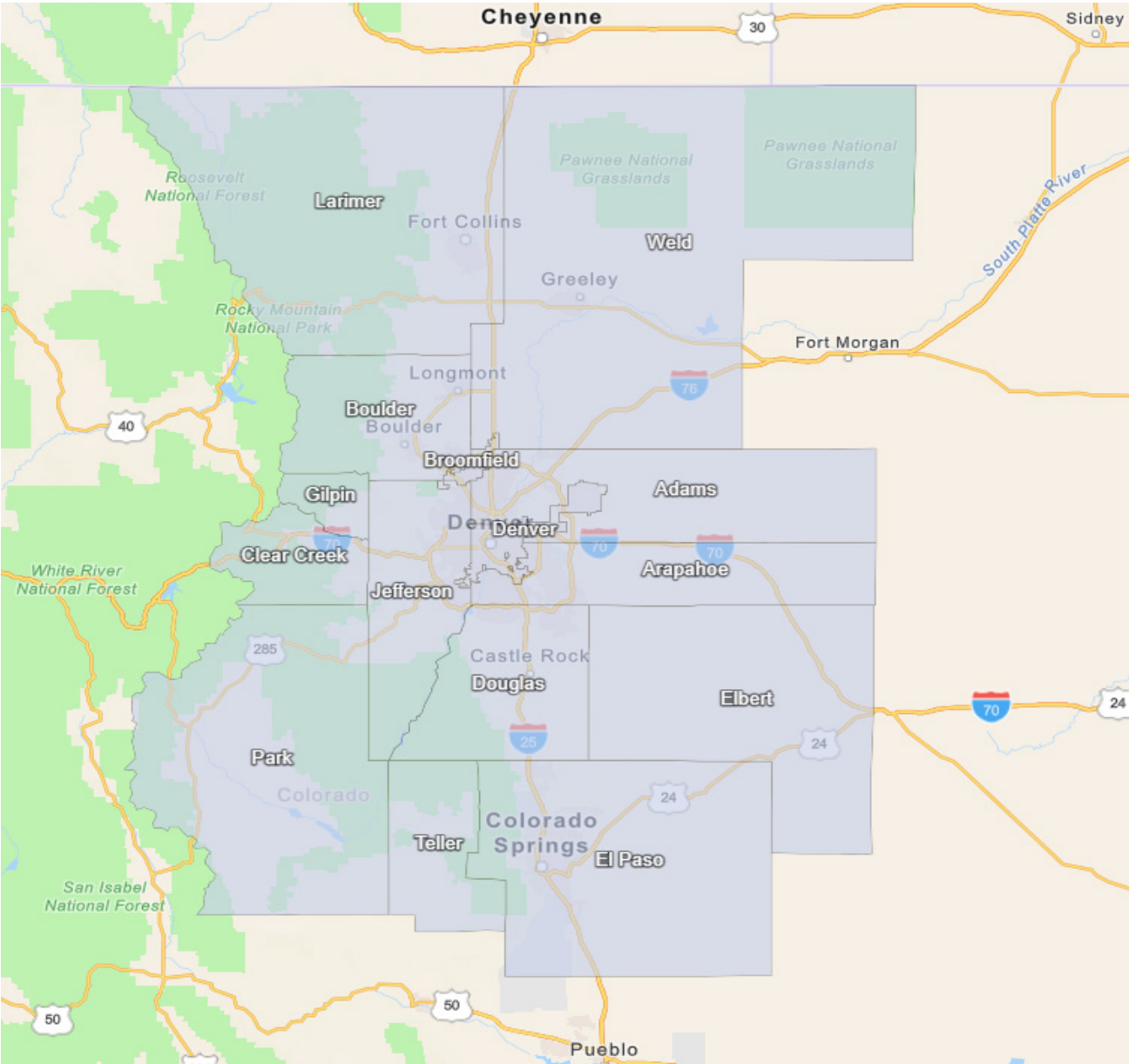


Arapahoe/Douglas  
WORKFORCE BOARD  
C O L O R A D O



# Geographical Area

The geographical area for this industry profile includes the 15 counties that make up Colorado’s Urban Front Range.



The geographic region includes the following metropolitan areas:

- Boulder
- Colorado Springs
- Denver-Aurora-Lakewood
- Fort Collins
- Greeley

In 2024, this 15 county region employed nearly 2.74 million people across all industries, and made up 83.3% of Colorado’s total employment.

In 2024, the Gross Regional Product (GRP) for the Urban Front Range was \$471.6 billion, which made up 1.7% of the national GRP.

Lightcast defines GRP as the final market value of all goods and services in the region.

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# Industries Making up the Sector

## Retail

▲ **0.9%** From prior year

# 8.5%

**Total Jobs in CO  
Urban Front Range**

The Retail sector employs 220,804 people in 13,981 establishments. An 'establishment' is one facility in which people work. For example, a business in the sector may have several locations, and each one of those locations counts as an 'establishment.'

In 2024, the sector had \$37.4 billion in sales, and contributed \$23.2 billion to the region's GRP. Large chains like Walmart and King Soopers (Kroger) are present throughout the region, and Douglas County is home to Park Meadows, which offers nearly 1.6 million square feet of retail space.



# 220,804

Total Jobs



# 13,981

Establishments



# 37.4 B

Total Sales

### Top Specialized Skills

- Merchandising
- Selling Techniques
- Product Knowledge

### Top Software Skills

- Microsoft Office
- Inventory Management
- Amazon Web Services

### Top Credentials

- Valid Driver's License
- Certified Pharmacy Technician
- Automotive Service Excellence (ASE) Certification

Source: Lightcast



# Retail Sector

Employment concentration is also known as location quotient. Location quotient measures industry employment concentration in a given geography relative to the national average. For example, employment in motor vehicle and parts dealers is 0.93 times the national average for this industry. The North American Industry Classification System (NAICS) is used to categorize businesses and organizations based on their primary economic activities. It is used throughout the United States, Mexico, and Canada.

Motor Vehicle & Parts Dealers

NAICS 441

Numbers to Know

- 30,570 jobs
- 1,543 establishments
- 0.93 employment concentration
- \$7.9 billion in sales
- 3.9% change to 2029
- \$72,604 average wage
- \$10,659 average employer paid benefits

Food & Beverage Stores

NAICS 445

Numbers to Know

- 41,260 jobs
- 2,115 establishments
- 0.80 employment concentration
- \$5.2 billion in sales
- 1.3% change to 2029
- \$40,501 average wage
- \$7,993 average employer paid benefits

Building Material & Garden Equipment & Supplies Dealers

NAICS 444

Numbers to Know

- 18,948 jobs
- 858 establishments
- 0.85 employment concentration
- \$3.4 billion in sales
- 1.6% change to 2029
- \$44,809 average wage
- \$8,438 average employer paid benefits

Furniture, Home Furnishings, Electronics, & Appliance Retailers

NAICS 449

Numbers to Know

- 11,618 jobs
- 1,222 establishments
- 0.92 employment concentration
- \$2.6 billion in sales
- (5.9%) change to 2029
- \$57,960 average wage
- \$9,840 average employer paid benefits

General Merchandise Retailers

NAICS 455

Numbers to Know

- 46,456 jobs
- 673 establishments
- 0.90 employment concentration
- \$5.3 billion in sales
- 3.3% change to 2029
- \$35,012 average wage
- \$7,475 average employer paid benefits

Gasoline Stations & Fuel Dealers

NAICS 457

Numbers to Know

- 10,109 jobs
- 1,239 establishments
- 0.60 employment concentration
- \$2.2 billion in sales
- 1.9% change to 2029
- \$39,328 average wage
- \$6,337 average employer paid benefits

Sporting Goods, Hobby, Musical Instrument, Book, & Miscellaneous Retailers

NAICS 459

Health & Personal Care Retailers

NAICS 456

Numbers to Know

- 13,066 jobs
- 1,275 establishments
- 0.75 employment concentration
- \$2.8 billion in sales
- 5.7% change to 2029
- \$48,742 average wage
- \$9,524 average employer paid benefits

Clothing, Clothing Accessories, Shoe, & Jewelry Retailers

NAICS 458

Numbers to Know

- 16,369 jobs
- 1,658 establishments
- 0.90 employment concentration
- \$2.8 billion in sales
- 5.7% change to 2029
- \$32,939 average wage
- \$5,977 average employer paid benefits

Numbers to Know

- 32,408 jobs
- 3,399 establishments
- 1.35 employment concentration
- \$5.2 billion in sales
- 2.9% change to 2029
- \$35,832 average wage
- \$6,639 average employer paid benefits

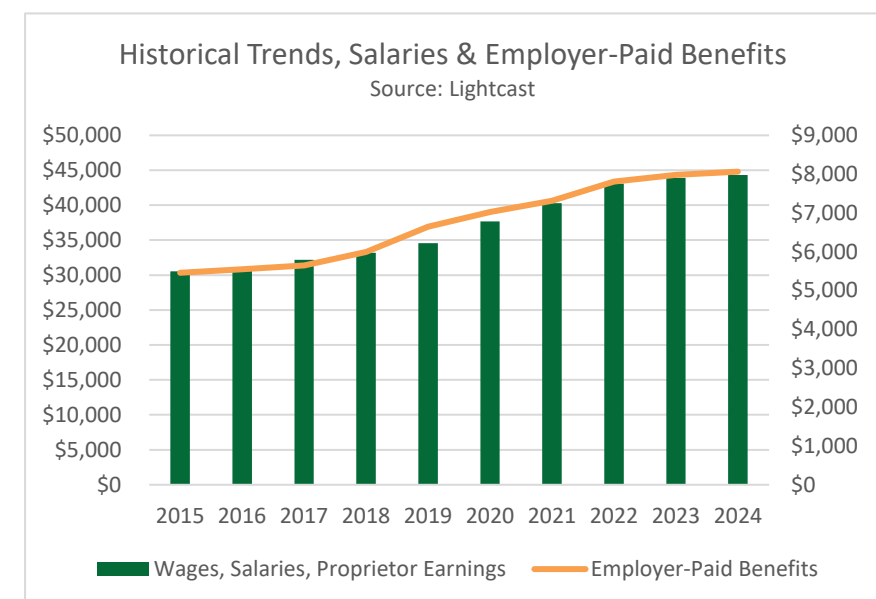
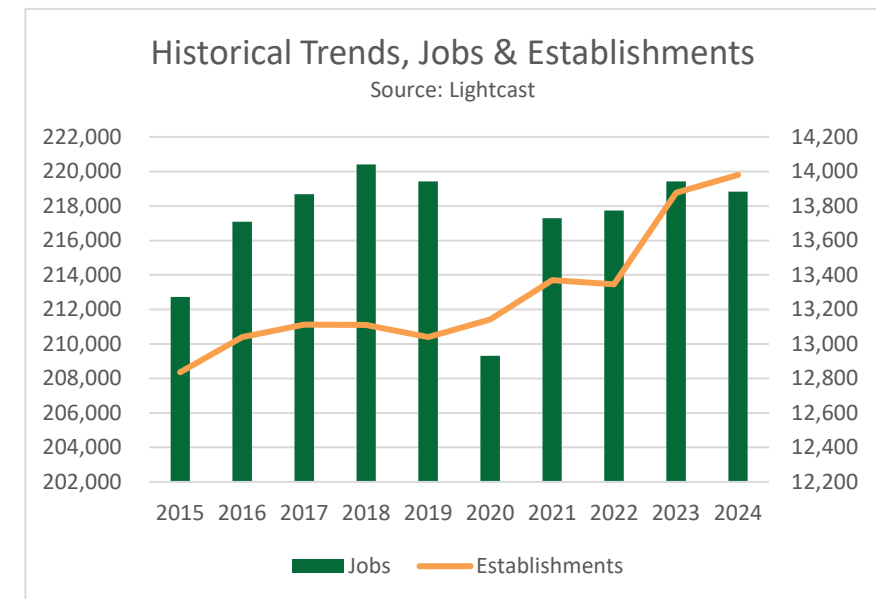




# Historical Trends

## Colorado Urban Front Range

The first graph shows the growth in jobs (green bars), and the growth in the number of establishments (orange line) in the sector between 2015 and 2024. The second graph shows the growth in wages, salaries and proprietor earnings (green bars) and in employer-paid benefits, including the employer portions of both Social Security and Medicare payroll deductions (orange line) for the same period.

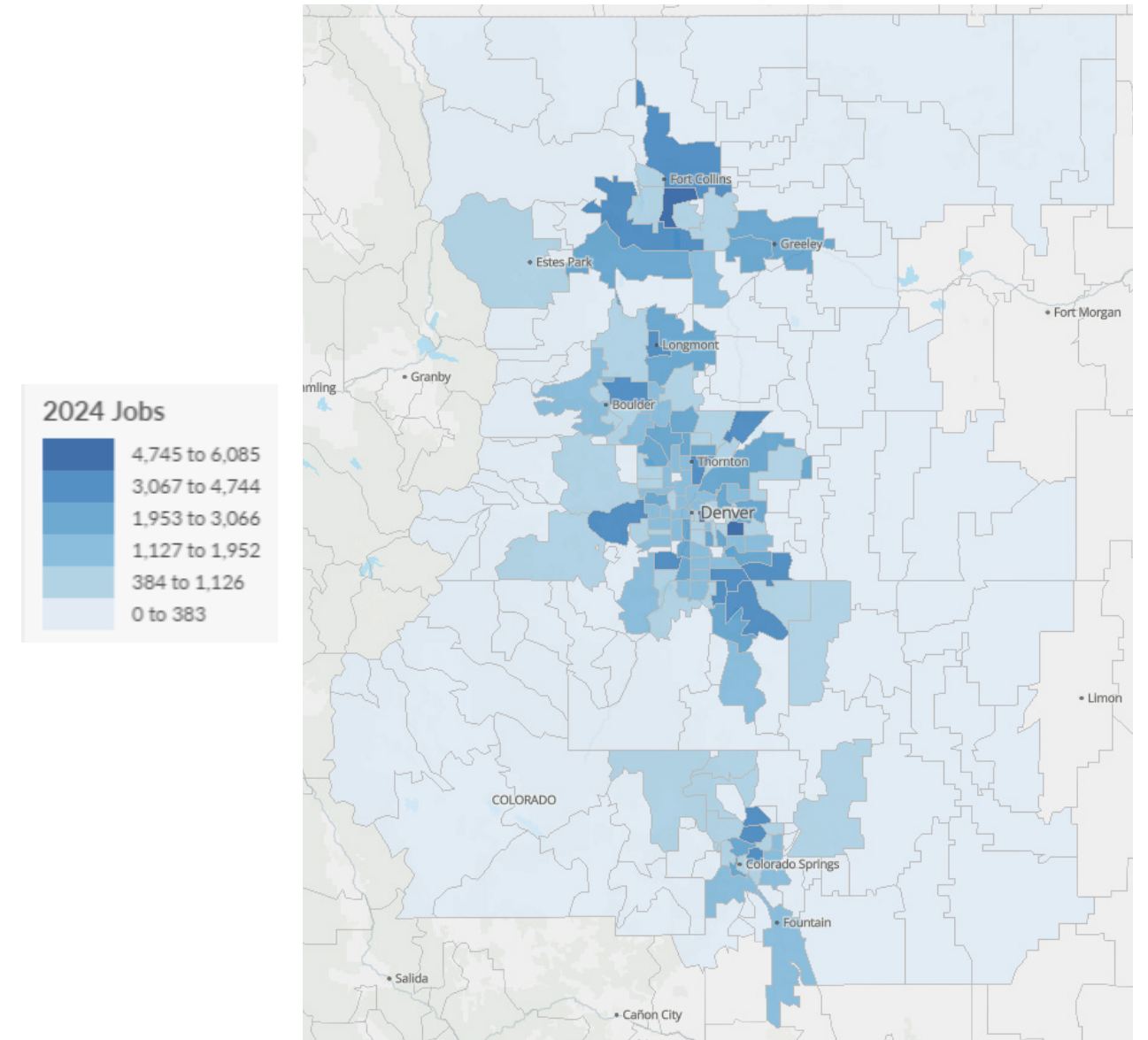


Source: Lightcast



# Employment Concentration

## Employment Concentration Map



### Colorado Urban Front Range

The overall employment concentration in this sector is 0.94 times the national average, which is reflective of slow recovery of brick-and-mortar retail stores from the pandemic. For example, employment in sporting goods, hobby, musical instrument, book, and miscellaneous retailers is 1.35 times more concentrated than the national average.

Source: Lightcast



# Sector Employment Concentration



Employment concentration in the sector is shown here within each of the 15 counties making up the region. Note that the current wages, salaries, and proprietor earnings, as well as the current employer-paid benefits are different within each county. This is because each county has a different mix of businesses operating within various industries in the sector. For example, the highest average wage per worker is in motor vehicle and parts dealers, while the lowest is in clothing, clothing accessory, shoe and jewelry stores. Thus, a county that has a higher concentration of clothing and related stores will have a lower average wage per worker.

## ADAMS

- Jobs - 21,706
- Employment Concentration - 0.88
- Current Wages, Salaries, & Proprietor Earnings - \$45,081
- Benefits - \$8,103
- Top Businesses - AMC Book Store, Walmart, Honnen Equipment

## ARAPAHOE

- Jobs - 32,300
- Employment Concentration - 0.95
- Current Wages, Salaries, & Proprietor Earnings - \$47,573
- Benefits - \$8,533
- Top Businesses - Jeppesen Sanderson, Zynex Medical, American Furniture Warehouse

## BOULDER

- Jobs - 16,814
- Employment Concentration - 0.86
- Current Wages, Salaries, & Proprietor Earnings - \$43,519
- Benefits - \$7,961
- Top Businesses - Seagate Technology, Walmart, Thule

## DOUGLAS

- Jobs - 17,742
- Employment Concentration - 1.22
- Current Wages, Salaries, & Proprietor Earnings - \$42,369
- Benefits - \$7,857
- Top Businesses - Walmart, Dillard's, Home Depot

## EL PASO

- Jobs - 32,321
- Employment Concentration - 0.91
- Current Wages, Salaries, & Proprietor Earnings - \$41,269
- Benefits - \$7,452
- Top Businesses - Hemp Depot, Colorado Springs Mobile Glass, Front Range Solutions

## ELBERT

- Jobs - 562
- Employment Concentration - 1.16
- Current Wages, Salaries, & Proprietor Earnings - \$35,108
- Benefits - \$6,717
- Top Businesses - Walmart, Safeway, Viaero Wireless

## GILPIN

- Jobs - 29
- Employment Concentration - 0.07
- Current Wages, Salaries, & Proprietor Earnings - \$34,160
- Benefits - \$6,604
- Top Businesses - The Green Solution, De Re Metallica Book, Annie Oakley's Emporium

## JEFFERSON

- Jobs - 28,587
- Employment Concentration - 1.16
- Current Wages, Salaries, & Proprietor Earnings - \$43,199
- Benefits - \$7,952
- Top Businesses - Natural Grocers, Walmart, Access Hearing Center

## LARIMER

- Jobs - 19,199
- Employment Concentration - 1.09
- Current Wages, Salaries, & Proprietor Earnings - \$39,756
- Benefits - \$7,244
- Top Businesses - Otter Products, Walmart, Home Depot

## BROOMFIELD

- Jobs - 4,221
- Employment Concentration - 1.01
- Current Wages, Salaries, & Proprietor Earnings - \$40,479
- Benefits - \$7,447
- Top Businesses - Crocs, Walmart, Dillard's

## CLEAR CREEK

- Jobs - 261
- Employment Concentration - 0.79
- Current Wages, Salaries, & Proprietor Earnings - \$39,777
- Benefits - \$7,238
- Top Businesses - Mountain Medicinals Retail Center, Safeway, Majestic Gallery

## DENVER

- Jobs - 32,438
- Employment Concentration - 0.57
- Current Wages, Salaries, & Proprietor Earnings - \$49,357
- Benefits - \$9,071
- Top Businesses - MHC Kenworth, UC Health Lowry Pharmacy, Nordstrom

## PARK

- Jobs - 453
- Employment Concentration - 1.46
- Current Wages, Salaries, & Proprietor Earnings - \$39,983
- Benefits - \$6,972
- Top Businesses - Starkys General Store, Loaf 'n Jug, Moore Lumber & Hardware

## TELLER

- Jobs - 1,046
- Employment Concentration - 1.23
- Current Wages, Salaries, & Proprietor Earnings - \$34,967
- Benefits - \$6,760
- Top Businesses - Walmart, City Market, Ace Hardware

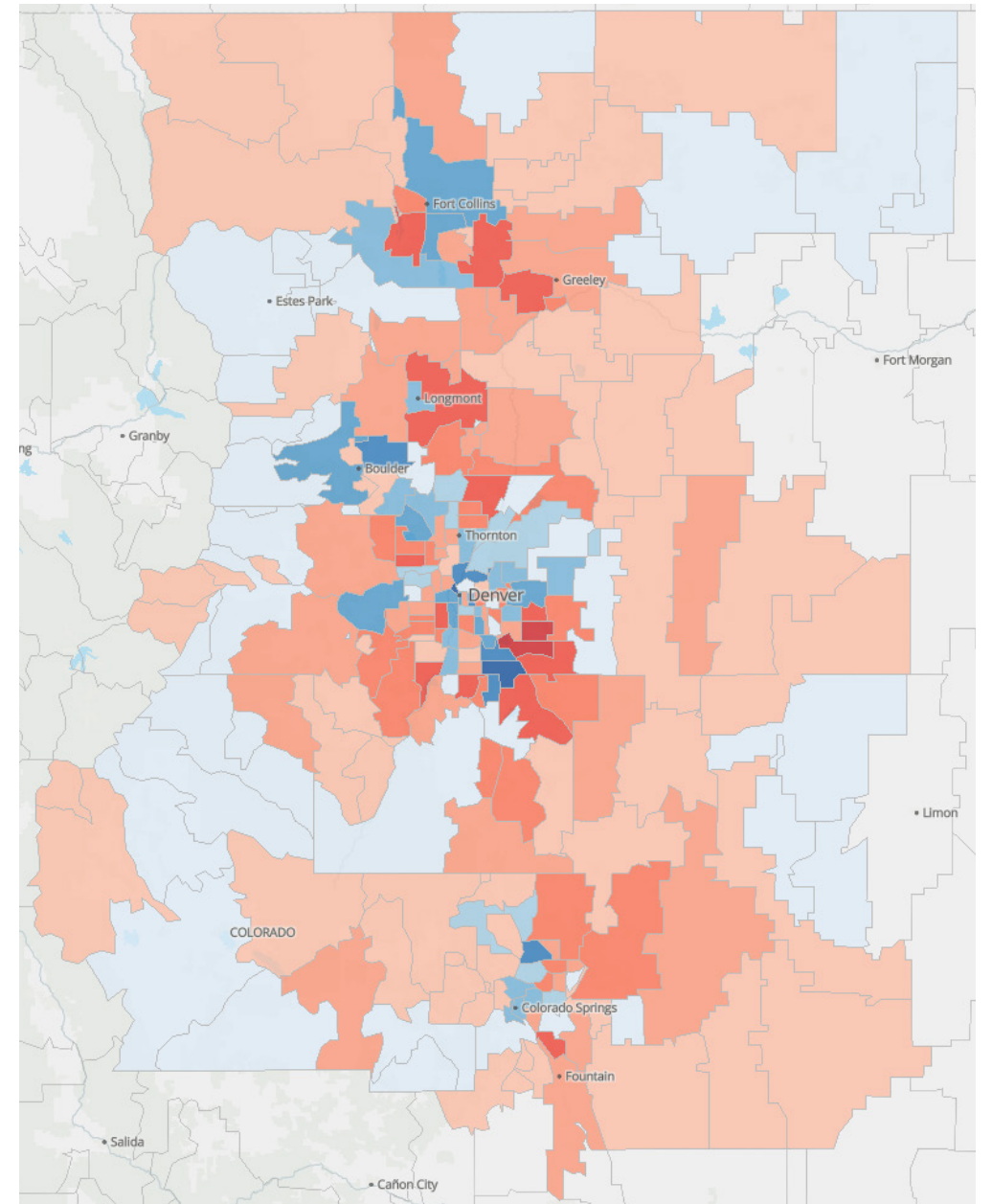
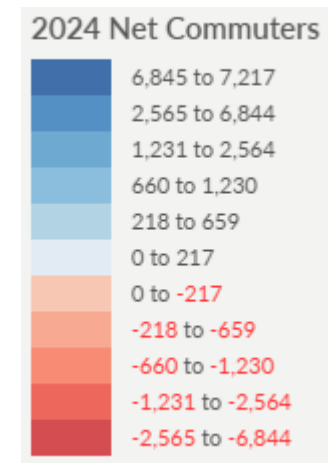
## WELD

- Jobs - 11,149
- Employment Concentration - 0.94
- Current Wages, Salaries, & Proprietor Earnings - \$45,146
- Benefits - \$8,043
- Top Businesses - JBS USA, Walmart, Sam's Club



# Where Core Workforce Lives

## Commute Map



Every sector has a group of occupations it needs to fulfil its mission. This is called a staffing pattern, and generally includes managers, business and finance people, sales and administrative support, computer and mathematical occupations. There is also a core set of occupations that are primarily responsible for producing the goods or services that industry provides. In retail, this core set of occupations is made up of sales and related occupations. Examples of these occupations include retail salespeople, cashiers, and parts salespersons. This map shows where persons employed in these occupations live (orange areas) and where they work (blue areas).



# Where Core Workforce Lives

## Commute Patterns

The table shows net commuters. For example, 35,969 people in these core retail and sales jobs live in Denver County, while there are 57,374 employed there. This means there are 21,406 fewer of these core workers living in Denver County than there are sales and related jobs there. Note: the latest commuter data available is from 2024.

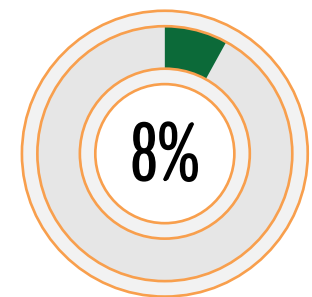
County	Net Commuters	Resident Workers	Jobs
Denver	21,406	35,969	57,374
Boulder	4,973	14,776	19,749
Arapahoe	2,663	36,780	39,442
Broomfield	1,269	4,450	5,719
Larimer	1,141	18,104	19,245
Gilpin	75	344	419
Clear Creek	(4)	341	337
Teller	(431)	1,311	880
Park	(482)	861	380
Elbert	(779)	1,299	520
El Paso	(1,014)	31,533	30,519
Adams	(2,058)	26,764	24,705
Douglas	(3,796)	22,789	18,993
Jefferson	(6,864)	33,980	27,116
Weld	(10,466)	20,870	10,404

Source: Lightcast





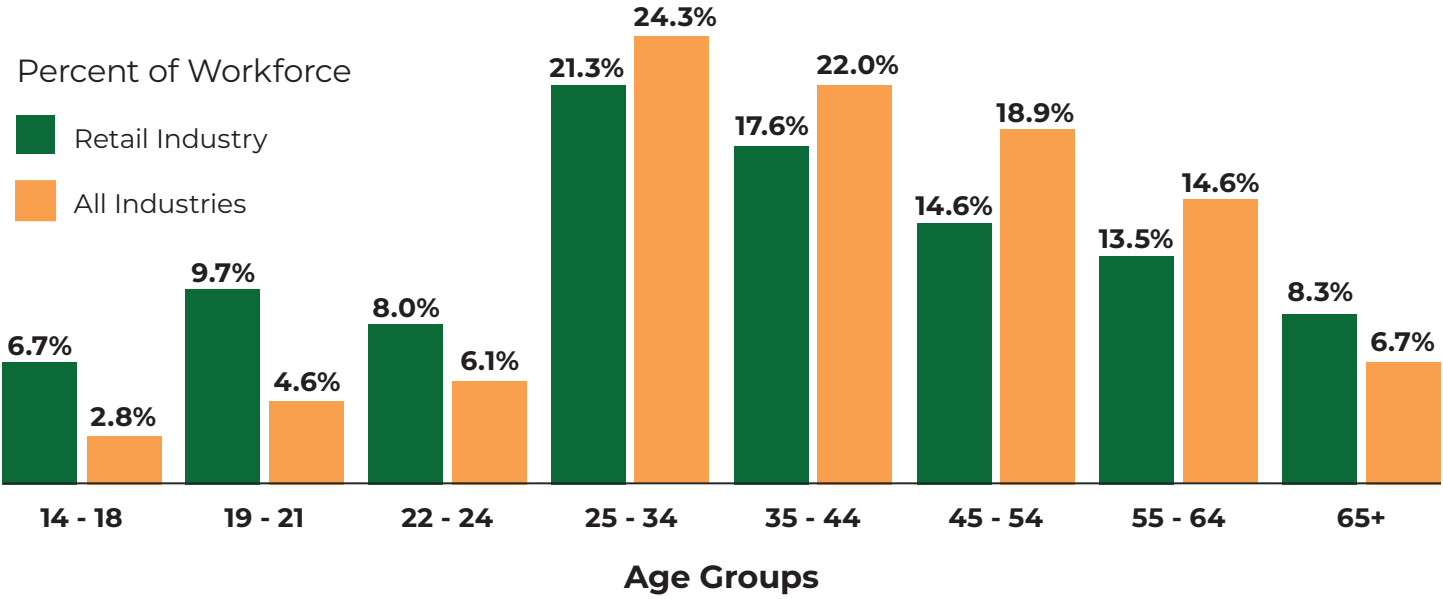
Comparative Retirement Risk



Retirement risk in the retail sector is slightly higher than that across all industries in the region. This reflects a younger labor force with significantly higher numbers in the 14 - 18 age bands than the regional average across all industries. Also note the low number of young people entering the industry.

Percent of Workforce

Retail Industry  
All Industries



Comparative Gender

Percent of Workforce

Retail Industry  
All Industries



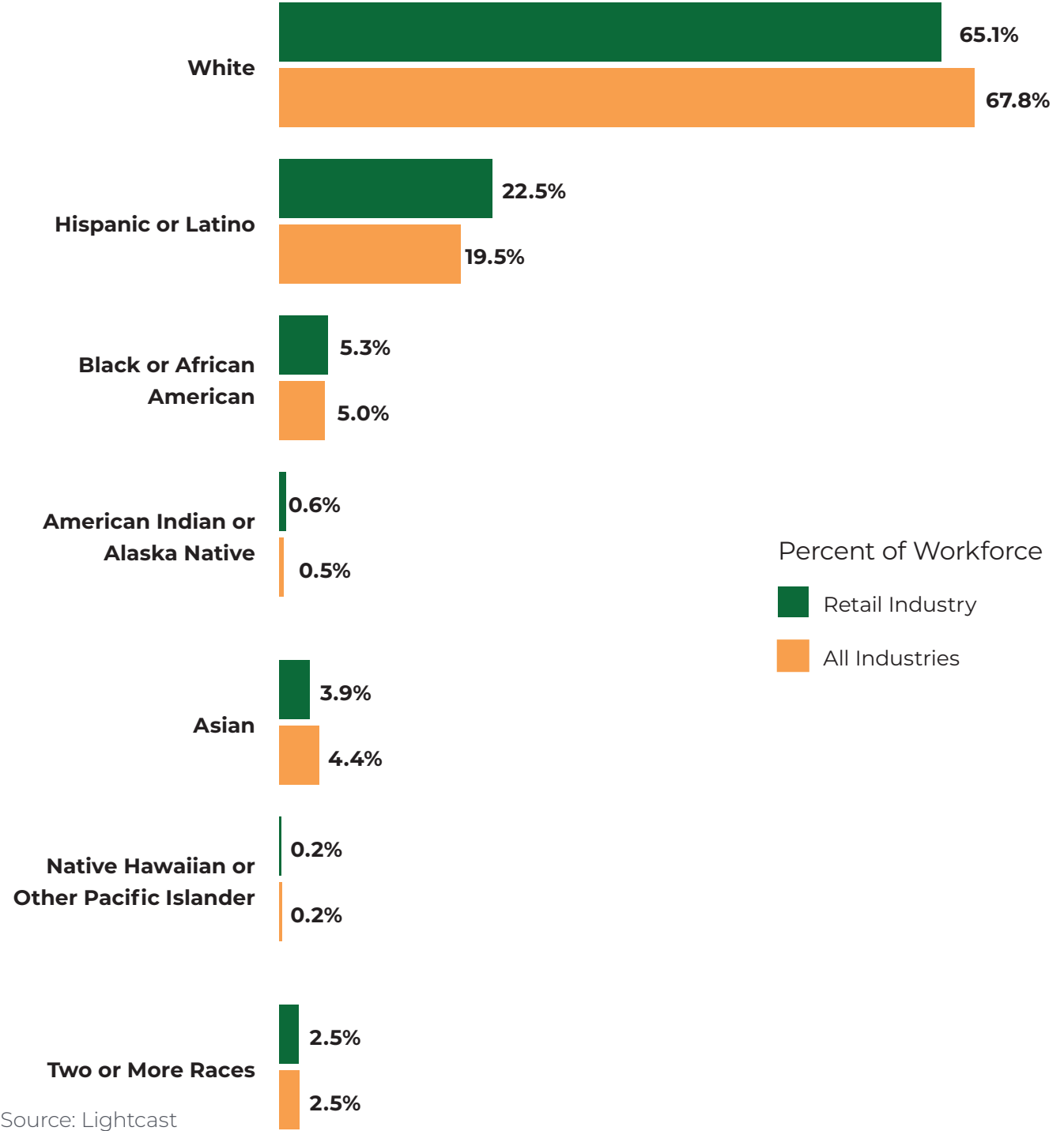
Men  
52.1%  
51.9%



Women  
47.9%  
48.1%

Demographics

These bar charts illustrate the racial and ethnic composition of the workforce in the retail industry.



Percent of Workforce

Retail Industry  
All Industries

Source: Lightcast



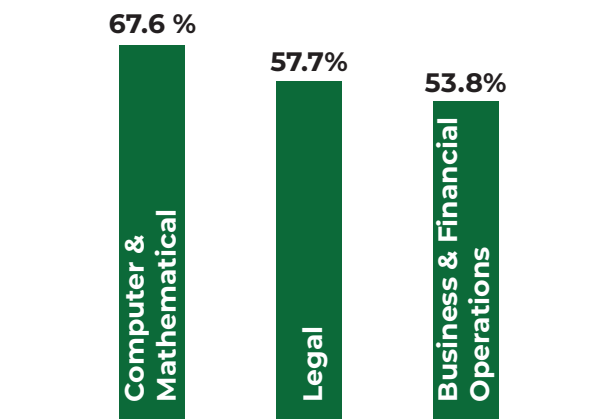


# Telework and Automation Strategies

## Remote Work Potential

**14.6%** Remote Work Capability for Sector

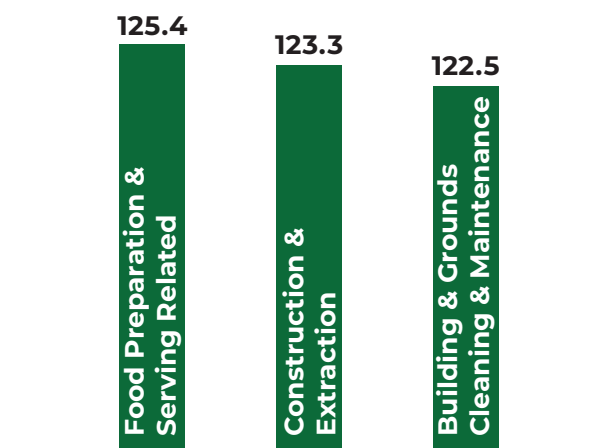
In a scarce labor market, a valid strategy for employers may be to review their staffing mix and determine which positions, if any, can be employed remotely or using a hybrid schedule. Approximately 14.6% of the workforce in retail has at least partial teleworking capacity, mostly in back-office functions.



## Automation Index

**92.4**

Another valid strategy employers can use in today's scarce labor market is automation. The Automation numbers presented in this profile are based on an automation index which was developed in 2013. While this is the best available data, it is likely that additional automation strategies are now available. Automation leverages the productive capacity of fewer workers to allow for higher output.



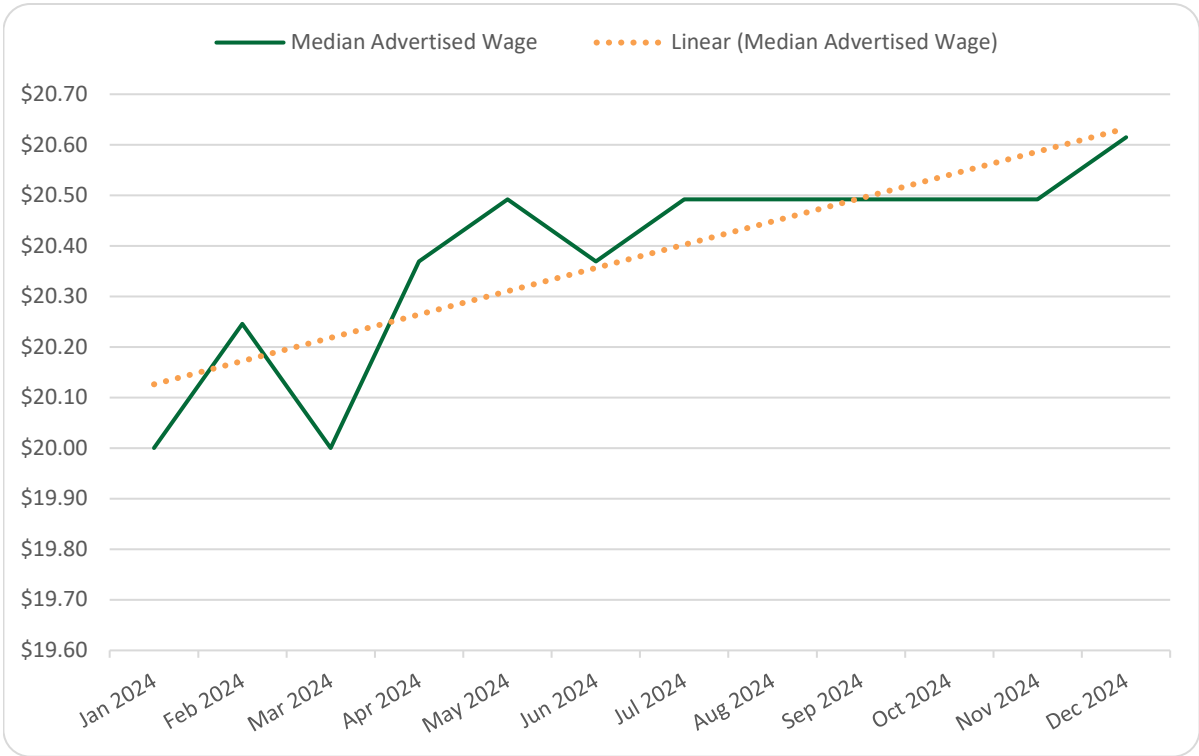
Source: Lightcast



# Wages

## Advertised Wage Trends

This line graph shows movement in advertised wages in jobs posted in the sector over the last year.



## Competitive Wage Analysis

This table shows the top 20 occupations by percentage of total employment in the sector, as well as total employment across industries. For example, the retail sector employs 6,332 customer service representatives, but there are 42,324 employed across all industry sectors. This is important because the retail sector must compete with other sectors for critical talent, such as general and operations managers. Average annual openings for each occupation is estimated according to known attrition (people leaving the occupation or retiring) as well as expected national and local growth in the occupation.

Median posted wage levels can be compared to estimated entry and experienced level wages, and the typical entry level education, as well as the typical on-the-job training (OJT) are shown to illustrate the potential for apprenticeships and OJT to supplement shortfalls in the traditional training pipeline.

The Standard Occupational Classification (SOC) system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data.



Competitive Wage Analysis

SOC	Description	Jobs in Sector	% of Total Employment in Sector	Jobs Across all Industries	Average Annual Openings		Median Posted Wage	Entry Level Wage	Median Wage	Highly Experienced Level Wage	Typical On-the-Job Training	Typical Entry Level Education
11-1021	General and Operations Managers	4,067	1.8%	41,260	4,200		\$24.31	\$44.42	\$62.52	\$92.12	None	Bachelor's degree
29-1051	Pharmacists	2,044	0.9%	4,538	243		\$64.86	\$62.78	\$70.34	\$78.73	None	Doctoral or professional degree
29-2052	Pharmacy Technicians	3,204	1.4%	5,103	574		\$21.29	\$19.43	\$22.48	\$25.32	Moderate-term OJT	High school diploma or GED
35-2021	Food Preparation Workers	2,301	1.0%	11,072	2,081		\$17.78	\$15.94	\$18.20	\$21.01	Short-term OJT	No formal educational credential
35-3023	Fast Food and Counter Workers	2,601	1.2%	68,027	16,781		\$18.52	\$14.61	\$16.20	\$17.42	Short-term OJT	No formal educational credential
41-1011	First-Line Supervisors of Retail Sales Workers	16,745	7.6%	19,400	2,057		\$21.97	\$21.15	\$25.87	\$32.76	None	High school diploma or GED
41-2011	Cashiers	34,004	15.5%	43,172	8,434		\$17.78	\$15.21	\$16.77	\$18.23	Short-term OJT	No formal educational credential
41-2021	Counter and Rental Clerks	1,883	0.9%	11,508	1,477		\$19.51	\$17.47	\$19.99	\$24.05	Short-term OJT	No formal educational credential
41-2022	Parts Salespersons	2,711	1.2%	3,881	509		\$19.02	\$16.82	\$21.40	\$26.76	Moderate-term OJT	No formal educational credential
41-2031	Retail Salespersons	54,102	24.5%	60,900	9,495		\$17.05	\$15.44	\$17.12	\$19.87	Short-term OJT	No formal educational credential
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	2,455	1.1%	37,747	3,988		\$21.48	\$28.11	\$39.24	\$69.32	Moderate-term OJT	High school diploma or GED
41-9099	Sales and Related Workers, All Other	1,948	0.9%	5,491	756		\$20.25	\$19.79	\$25.20	\$34.81	None	High school diploma or GED
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,409	0.6%	22,750	2,353		\$23.69	\$27.32	\$33.72	\$41.82	None	High school diploma or GED
43-4051	Customer Service Representatives	6,332	2.9%	42,324	5,958		\$19.02	\$17.91	\$21.02	\$24.88	Short-term OJT	High school diploma or GED
43-5071	Shipping, Receiving, and Inventory Clerks	3,069	1.4%	14,067	1,480		\$20.12	\$18.06	\$21.10	\$24.19	Short-term OJT	High school diploma or GED
49-3023	Automotive Service Technicians and Mechanics	4,686	2.1%	10,906	1,067		\$28.00	\$20.74	\$24.70	\$33.91	Short-term OJT	Postsecondary nondegree award
49-3093	Tire Repairers and Changers	1,852	0.8%	2,347	288		\$18.95	\$17.06	\$18.27	\$21.61	Short-term OJT	High school diploma or GED
53-3033	Light Truck Drivers	1,972	0.9%	13,999	1,852		\$19.20	\$19.07	\$21.72	\$24.68	Short-term OJT	High school diploma or GED
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,351	1.1%	27,045	4,274		\$20.00	\$18.45	\$20.53	\$23.53	Short-term OJT	No formal educational credential
53-7065	Stockers and Order Fillers	30,137	13.5%	50,616	9,099		\$18.03	\$17.52	\$18.72	\$20.93	Short-term OJT	High school diploma or GED



# Top Occupations

Top 20 Occupations Currently Listed  
in the Colorado Urban Front Range

## Top Occupations

These figures use information from unique job postings across the sector to show the number of jobs posted in the 15 county region during the last year and median posted salary. It is also important when planning staffing strategy to look at hires, separations and turnover rate for each of the occupations, what the percent of employment in the sector is, and the top skills demanded over the prior 12-month period.

Discover more about each occupation by simply clicking on the respective icon.



### Retail Salespersons

• % Employment	24.5%
• Unique Postings	11,482
• Posted Salary	\$17.05
• Hires	54,777
• Separations	61,966
• Turnover Rate	102.9%
Top Skills: Merchandising, Selling Techniques, Product Knowledge	



### Cashiers

• % Employment	15.5%
• Unique Postings	2,026
• Posted Salary	\$17.78
• Hires	56,733
• Separations	65,225
• Turnover Rate	151.7%
Top Skills: Cash Registrar, Merchandising, Cashiering	



### Stockers & Order Fillers

• % Employment	13.5%
• Unique Postings	2,249
• Posted Salary	\$18.03
• Hires	50,636
• Separations	59,038
• Turnover Rate	119.4%
Top Skills: Merchandising, Product Knowledge, Pallet Jacks	



### First-Line Supervisors of Retail Sales Workers

• % Employment	7.6%
• Unique Postings	8,024
• Posted Salary	\$21.97
• Hires	9,336
• Separations	10,562
• Turnover Rate	55.0%
Top Skills: Merchandising, Product Knowledge, Retail Operations	





### Customer Service Representatives

• % Employment	2.9%
• Unique Postings	2,343
• Posted Salary	\$19.02
• Hires	34,574
• Separations	37,361
• Turnover Rate	89.1%

Top Skills: Merchandising, Cash Register, Merchandise Exchange



### Automotive Service Technicians & Mechanics

• % Employment	2.1%
• Unique Postings	1,451
• Posted Salary	\$28.00
• Hires	7,626
• Separations	7,260
• Turnover Rate	67.8%

Top Skills: Automotive Services, Changing Oil, Brakes



### Fast Food and Counter Workers

• % Employment	1.2%
• Unique Postings	1,153
• Posted Salary	\$18.52
• Hires	128,645
• Separations	124,571
• Turnover Rate	187.6%

Top Skills: Food Safety & Sanitation, Merchandising, Product Knowledge



### Sales Representatives of Services, Except Advertising, Insurance, Financial Services, & Travel

• % Employment	1.1%
• Unique Postings	1,274
• Posted Salary	\$21.48
• Hires	25,068
• Separations	25,609
• Turnover Rate	69.1%

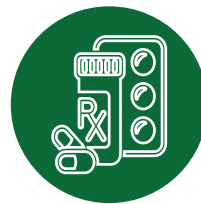
Top Skills: Merchandising, Selling Techniques, Product Knowledge



### General & Operations Managers

• % Employment	1.8%
• Unique Postings	2,029
• Posted Salary	\$24.31
• Hires	19,915
• Separations	19,555
• Turnover Rate	48.8%

Top Skills: Customer Service, Sales, Merchandising



### Pharmacy Technicians

• % Employment	1.4%
• Unique Postings	1,847
• Posted Salary	\$21.29
• Hires	3,723
• Separations	3,956
• Turnover Rate	79.7%

Top Skills: Medical Prescription, Inventory Management, Cash Register



### Laborers and Freight, Stock, and Material Movers, Hand

• % Employment	1.1%
• Unique Postings	1,072
• Posted Salary	\$20.00
• Hires	31,759
• Separations	32,355
• Turnover Rate	124.0%

Top Skills: Warehousing, Forklift Truck, Palletizing



### Food Preparation Workers

• % Employment	1.0%
• Unique Postings	99
• Posted Salary	\$17.78
• Hires	13,220
• Separations	13,111
• Turnover Rate	120.0%

Top Skills: Food Safety & Sanitation, Restaurant Operation, Food Services



### Shipping, Receiving, and Inventory Clerks

• % Employment	1.4%
• Unique Postings	833
• Posted Salary	\$20.12
• Hires	9,302
• Separations	9,891
• Turnover Rate	71.0%

Top Skills: Merchandising, Warehousing, Invoicing



### Parts Salespersons

• % Employment	1.2%
• Unique Postings	545
• Posted Salary	\$19.02
• Hires	3,137
• Separations	2,980
• Turnover Rate	78.2%

Top Skills: Selling Techniques, Cycle Counting, Merchandising



### Pharmacists

• % Employment	0.9%
• Unique Postings	781
• Posted Salary	\$64.86
• Hires	2,173
• Separations	2,276
• Turnover Rate	51.3%

Top Skills: Medical Prescription, Workflow Management, Inventory Management



### Light Truck Drivers

• % Employment	0.9%
• Unique Postings	4
• Posted Salary	\$19.20
• Hires	13,395
• Separations	13,689
• Turnover Rate	101.3%

Top Skills: Vehicle Inspection, Warehousing, Order Picking



### Sales & Related Workers, All Other

- % Employment 0.9%
- Unique Postings 447
- Posted Salary \$20.25
- Hires 4,229
- Separations 4,658
- Turnover Rate 85.7%

Top Skills: Merchandising,  
Product Knowledge, Order  
Fulfillment



### Counter and Rental Clerks

- % Employment 0.9%
- Unique Postings 177
- Posted Salary \$19.51
- Hires 10,238
- Separations 10,061
- Turnover Rate 88.9%

Top Skills: Merchandising,  
Effective Communication,  
Equipment Inspection



### Tire Repairers and Changers

- % Employment 0.8%
- Unique Postings 238
- Posted Salary \$18.95
- Hires 2,925
- Separations 2,902
- Turnover Rate 125.7%

Top Skills: Tires, Balancing,  
Changing Oil



### First-Line Supervisors of Office and Administrative Support Workers

- % Employment 0.6%
- Unique Postings 974
- Posted Salary \$23.69
- Hires 10,453
- Separations 10,673
- Turnover Rate 47.6%

Top Skills: Merchandising,  
Deposit Accounts, Key  
Performance Indicators (KPIs)

Source: Lightcast



# Let's Talk!

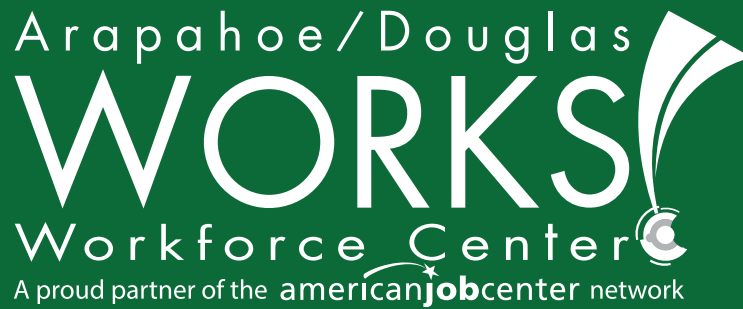
There are a number of strategies you can employ to enhance employee recruitment and retention. The Arapahoe/Douglas Works! Business Services Team can help you strategize and implement these tactics. Get started by calling (303) 636-1359 or visiting <https://bit.ly/ADWBusinessServices>.



The Colorado Apprenticeship Hub serves as a resource for companies seeking to engage in registered apprenticeship programs in Colorado. The Hub provides apprenticeship-related services at no cost to employers.

If you want to connect to a consultant, please email the team at [apprenticeship@arapahoegov.com](mailto:apprenticeship@arapahoegov.com)





**ARAPAHOE COUNTY**



**DOUGLAS COUNTY**  
COLORADO

[www.adworks.org](http://www.adworks.org)



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