

Economic Outlook and Trends - United States and Colorado

Benchmark Revisions



Colorado-based Business and Economic Research, cber.co
Prepared April 13, 2026

Economic Outlook and Trends

Overview

The purpose of this chartbook is to review the outlook and performance of the U.S. and Colorado economies, with an emphasis on the labor market. This analysis focuses on 2024 vs. 2025 and 2000 to 2025.

The report data is available in the public domain.

In a couple of weeks, data will be available for a review of January and February 2026.

We hope for the best in the coming months!

Contents

This chartbook focuses on the following topics.

- United States Employment
- Colorado Government Employment
- Colorado Employment – Larger Sectors
- Colorado Employment – Smaller Sectors
- Colorado Summary of Employment

2025 vs 2024 Employment

The U.S. labor market is underperforming. Colorado's performance is worse.

- **Colorado was one of fifteen states that posted a negative change in employment in 2025. This occurred when the U.S. was not in a recession.**
- **Colorado was ranked 44th for the relative change in employment at -0.3%. Idaho was ranked first, with 1.5% growth, and Utah was second, with 1.3% growth. Our neighbors performed well.**
- **Colorado was ranked 46th for absolute change (-7,700). Texas was at the top with 149,900 jobs.**
- **Colorado employment increased in four of the ten largest sectors. It increased in two of the nine smallest sectors/subsectors. There was a broad-base of declining sectors.**

United States Employment

Employment and Change in Employment

United States

Change in U.S. employment

Between 1980 and 2025, the average annual change in employment was 1.5 million. It increased from 90.5 million in 1980 to 158.5 million in 2025. There is significant volatility by decade (see table to the right).

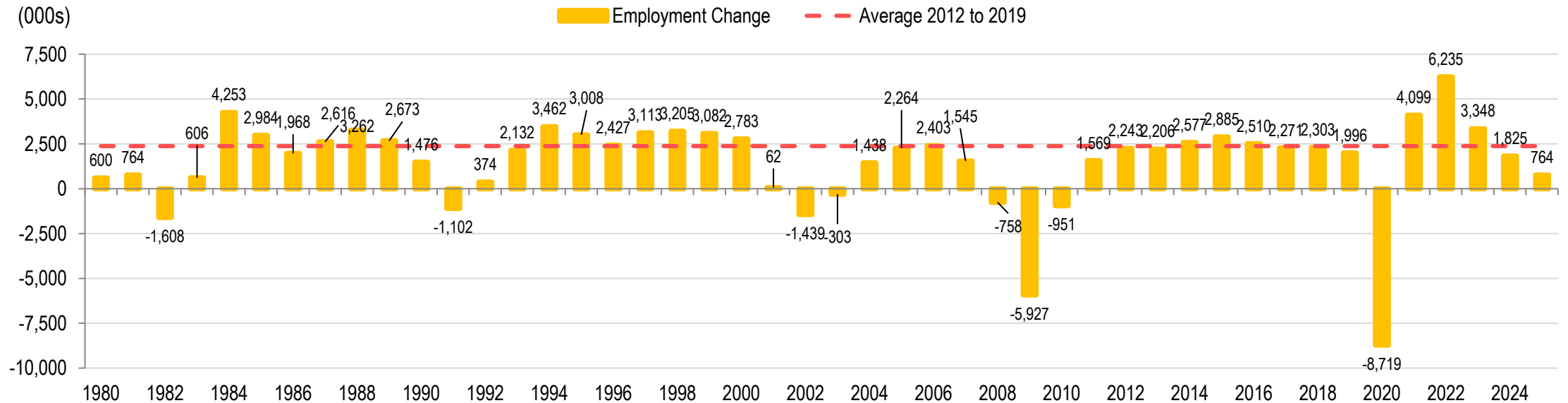
Average Annual Change by Decade (Thousands)

1980 to 1989	1,812	2010 to 2019	1,961
1990 to 1999	2,118	2020 to 2025	1,259
2000 to 2009	207	1980 to 2025	1,490

Change in U.S. Employment – Booms and Busts

Over the past 46 years, the annual change in employment was negative eight times. Five of these times were between 2002 and 2010.

Annual Change in United States Employment



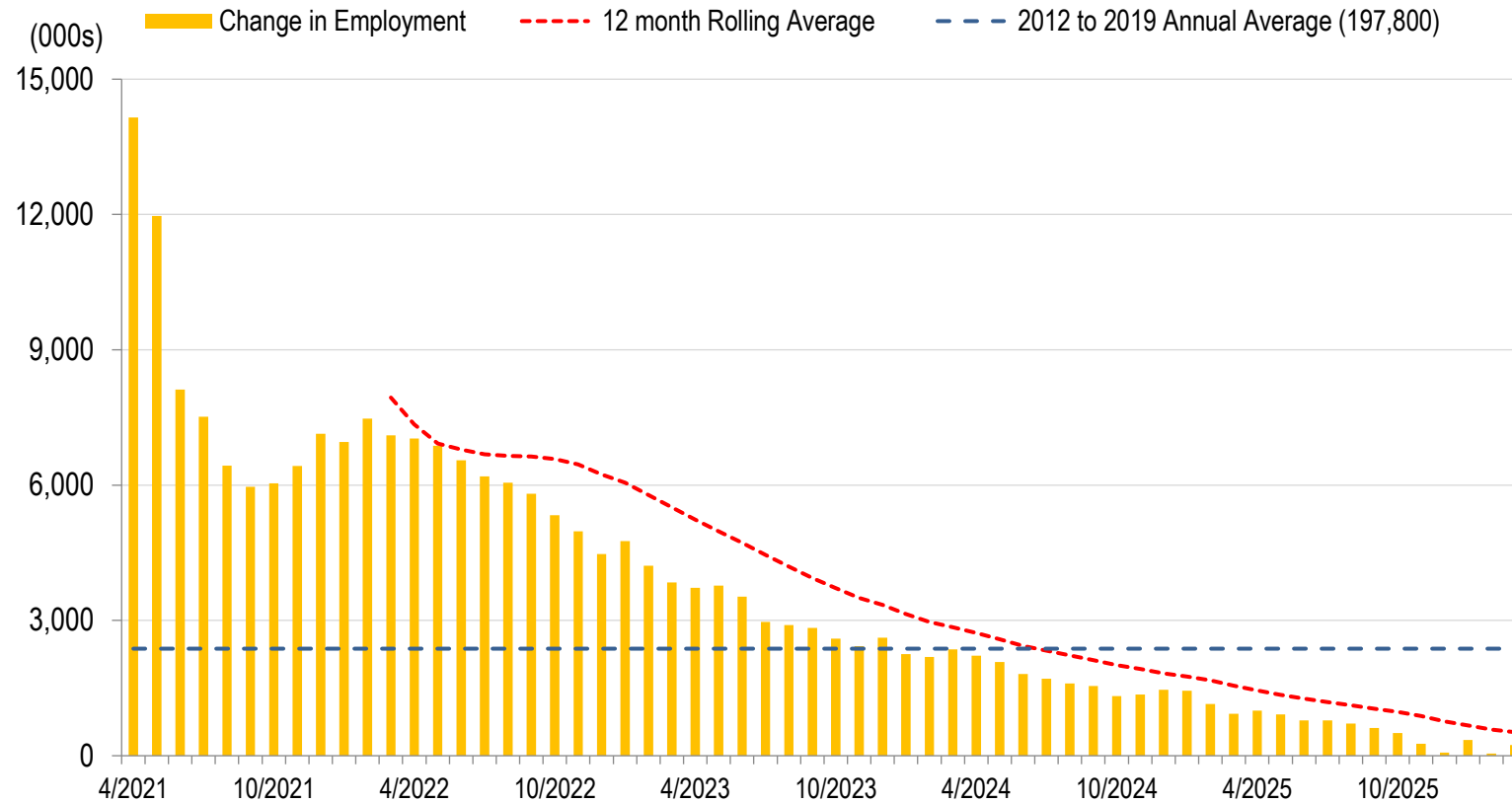
Source: Bureau of Labor Statistics, NSA, cber.co.

Colorado-based Business and Economic Research <https://cber.co>

YOY Change in Employment

United States

YOY Change in United States Employment



Change in U.S. Employment

April 2021 was the first month after the pandemic that the change in YOY annual employment was positive (yellow bars). It was 14.1 million. It trended downward to 235,000 in March 2026.

From 2012 to 2019, the average annual change in employment was 2,373,900 (blue dotted line), and the average monthly change was 197,800.

The 12-month rolling average (red dotted line) reached its peak at 7.9 million in March 2022. It has fallen to 523,000 in March 2026. Based on that value, average annual monthly employment growth was 43,600.

Source: Bureau of Labor Statistics, NSA cber.co. Note: NSA data used in chart.

Colorado-based Business and Economic Research <https://cber.co>

Colorado Employment

Change in Colorado Employment

Colorado 1980 to 2025

Change in Colorado Employment

For the years between 1980 and 2025, the average annual employment is 37,900. There is significant volatility by decade (see table to the right).

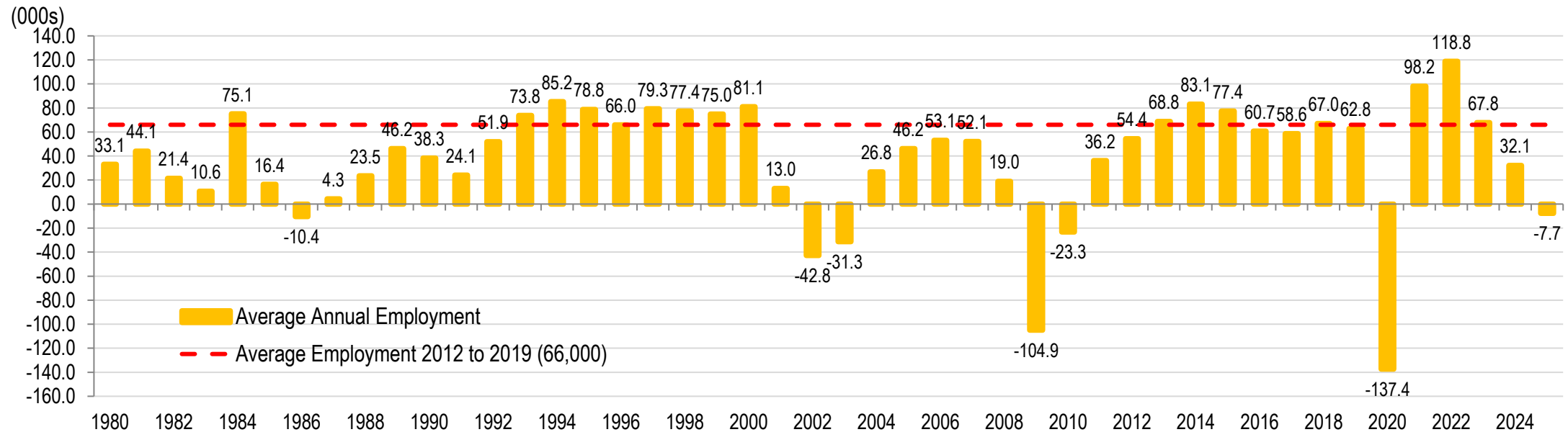
Average Annual Change by Decade (Thousands)

1980 to 1989	26.4	2010 to 2019	54.6
1990 to 1999	65.0	2020 to 2025	28.6
2000 to 2009	11.2	1980 to 2025	37.9

Change in Colorado Employment – Booms and Busts – 2020 to 2025

Colorado has a boom-and-bust economy. The annual change in employment has been negative seven times since 1980. Four of those times were between 2002 and 2010. Between 2012 and 2019, average annual employment increased by 66,600 (red dotted line).

Change in Colorado Employment (Annual)

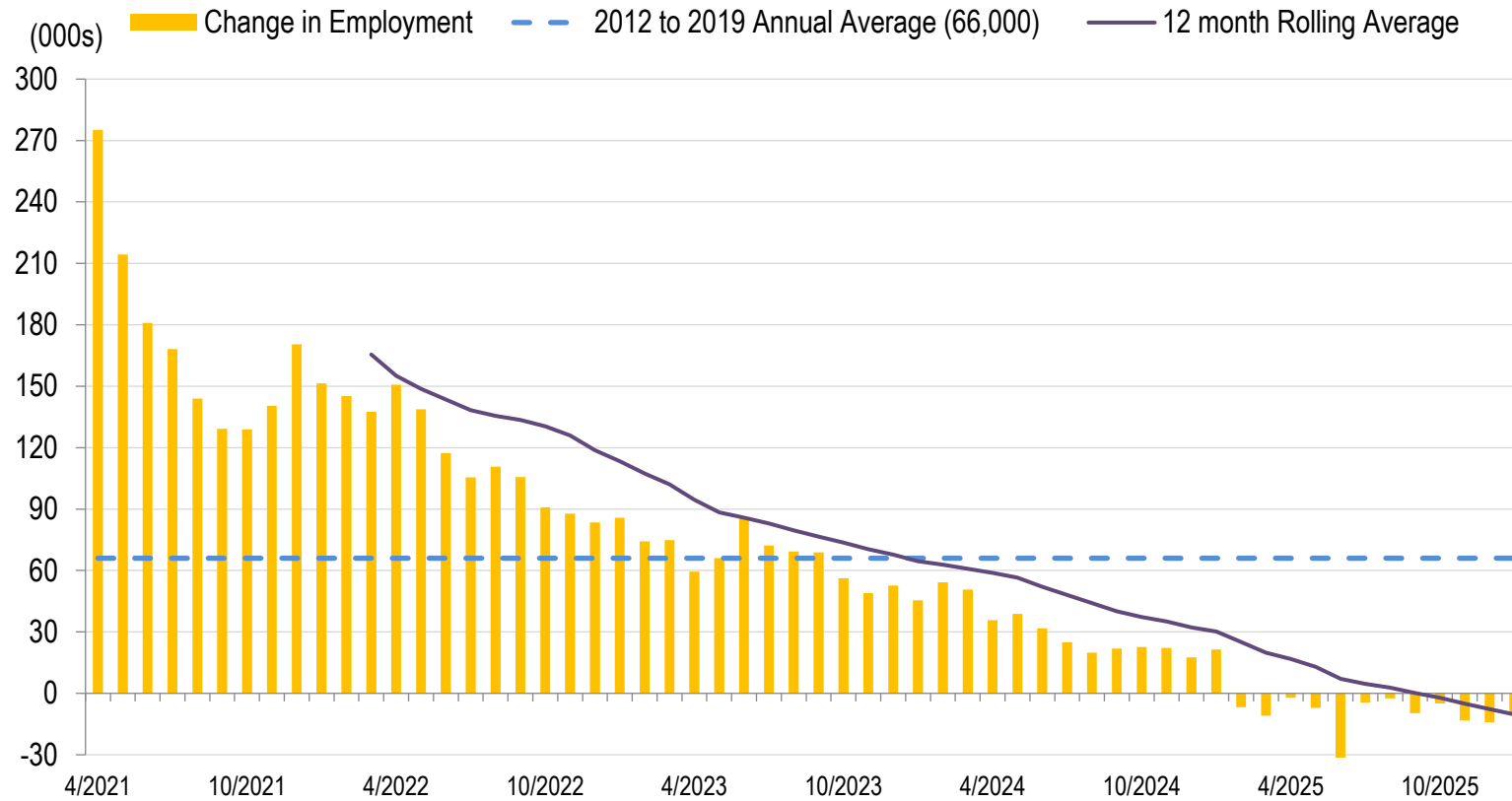


Source: BLS, NSA, cber.co.

YOY Change in Employment

Colorado

YOY Change in Colorado Employment



Change in Employment

April 2021 was the first month after the pandemic that the change in YOY employment was positive (yellow bars). Since then, the YOY monthly employment has trended downward from 275,200 in April 2021. It was -9,500 in January 2026.

From 2012 to 2019, average annual employment was 66,000 (blue dotted line). The average monthly change was 5,500.

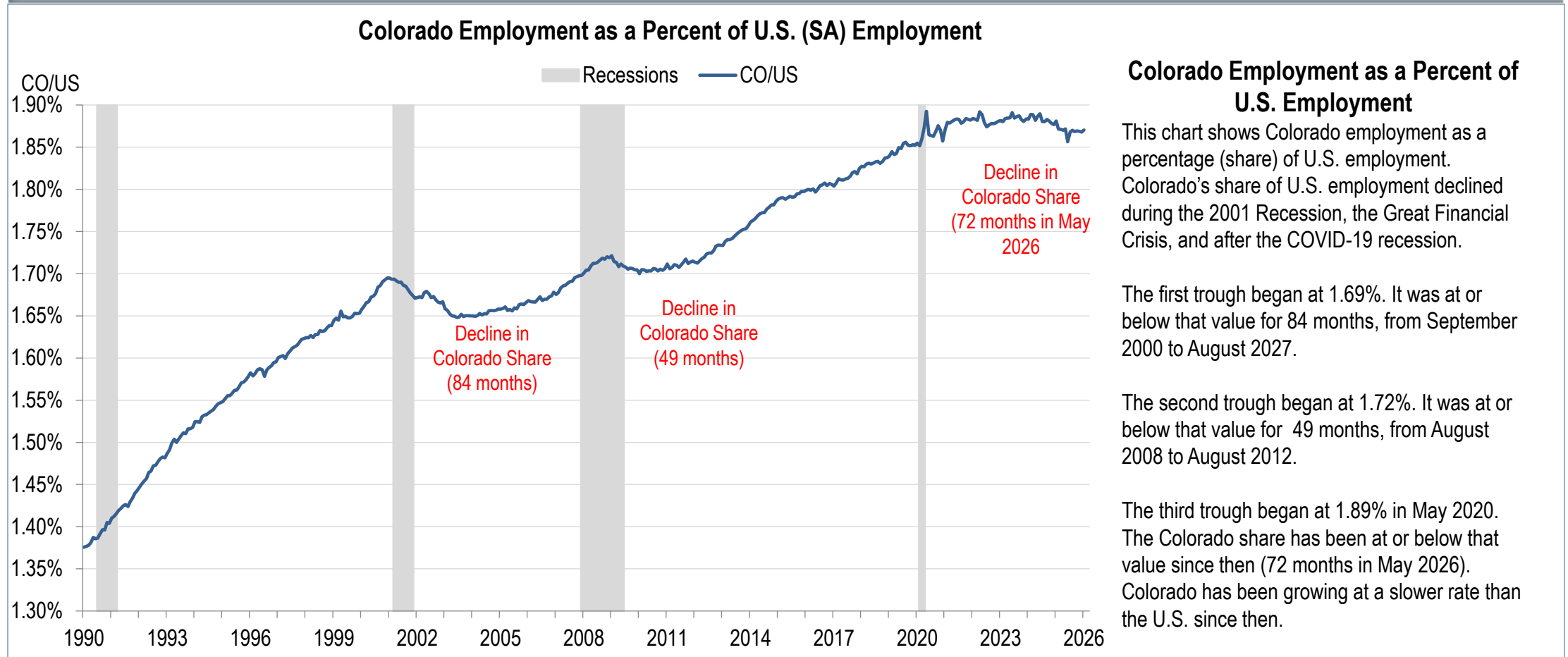
In March 2022, the 12-month rolling average (purple solid line) reached a peak of 165,475. It has since trended downwards and was -10,300 in January 2026.

The labor market in Colorado is growing at a slower rate than the U.S.

Source: Bureau of Labor Statistics, NSA cber.co.

Colorado-based Business and Economic Research <https://cber.co>

Colorado Employment as a Percent of U.S. Employment



Source: BLS, S.A.cber.co.

Colorado Government Employment

Colorado Employment and Change in Employment

Private vs. Government Employment

Colorado Employment YOY Change (000s), YOY Percent Change					
Industry Sector	Employment and YOY Change				
Private vs. Government employees	2000	2024	2025	YOY Change	Percent YOY
Total Employment	2,213.3	2,969.6	2,961.9	(7.7)	-0.3%
Private Employment	1,876.5	2,483.0	2,472.9.6	(10.1)	-0.4%
Government Employment	336.8	486.6	489.0	2.4	0.5%

Highlights

Private vs. Government, 2024 vs. 2025

In 2025, 16.5% of Colorado employment was in the government sector, and 83.5% was in the private sector. Employment in the private sector changed by -10,100 in 2025.

The government sector added 2,400 jobs in 2025.

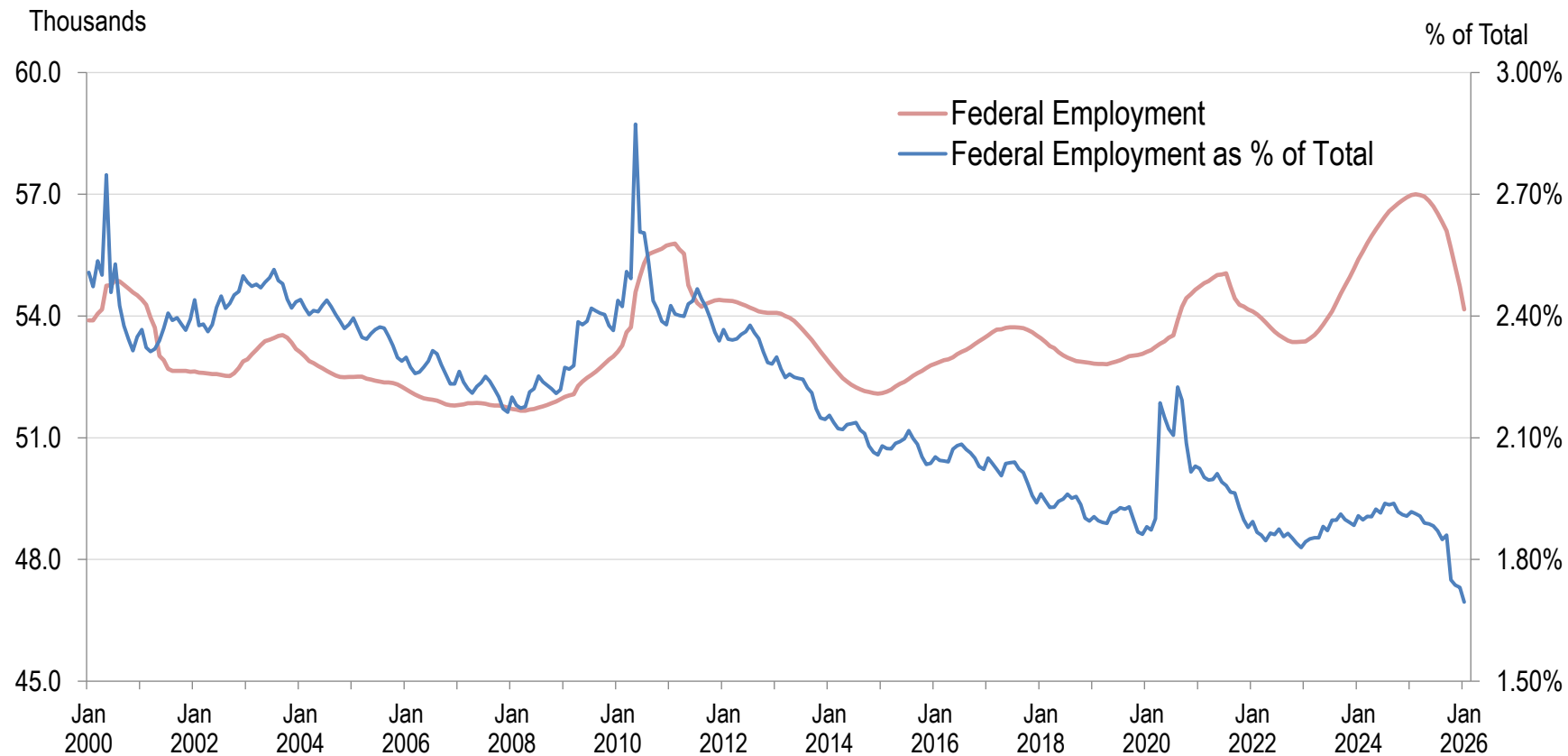
Total nonfarm payroll changed by -7,700 in 2025.

Source: BLS, NSA (NSA used for year end totals), cber.co.

Colorado Government Employment Federal

2000 to Current

Colorado Federal Government Employment (12-MMA Employment) and Percent of Total



Federal Employment

Federal employment includes agencies, research facilities, or defense-related organizations.

Between 2000 and 2025, federal employment was volatile, but it showed minimal growth (red line).

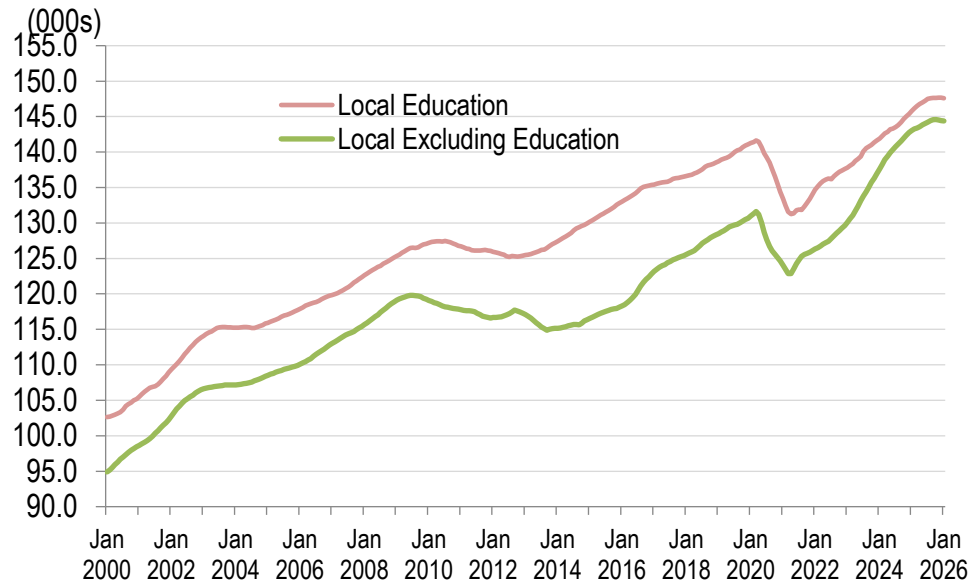
In 2000, federal employment was 2.5% of total Colorado employment. In January 2026, it is 1.7% of total Colorado employment (blue line).

Source: BLS, 12-month rolling average NSA, cber.co.

Colorado Government Employment – 1990 to Current

Local

Local Colorado Government Employment – 12 MMA

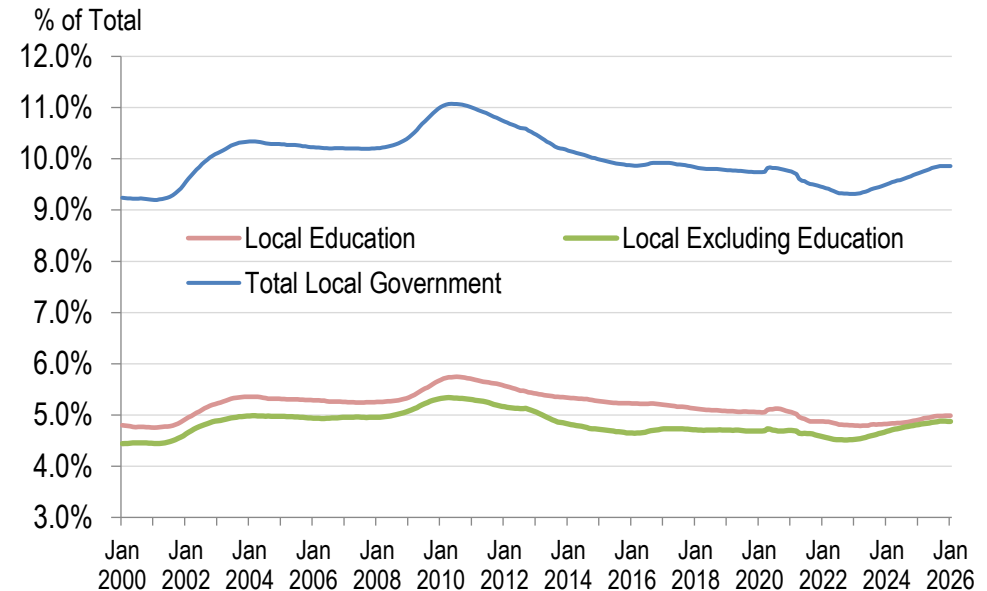


Local Government Total

Local government employment includes local education (K-12) and workers at local government agencies. Both were hit hard by the Great Financial Crisis and the COVID-19 Recession. The gap between the number of K-12 education (red line) and local employees (green line) narrowed in 2023 and 2024.

Source: BLS, 12-month rolling average NSA, cber.co.

Local Government Employment - % of Total

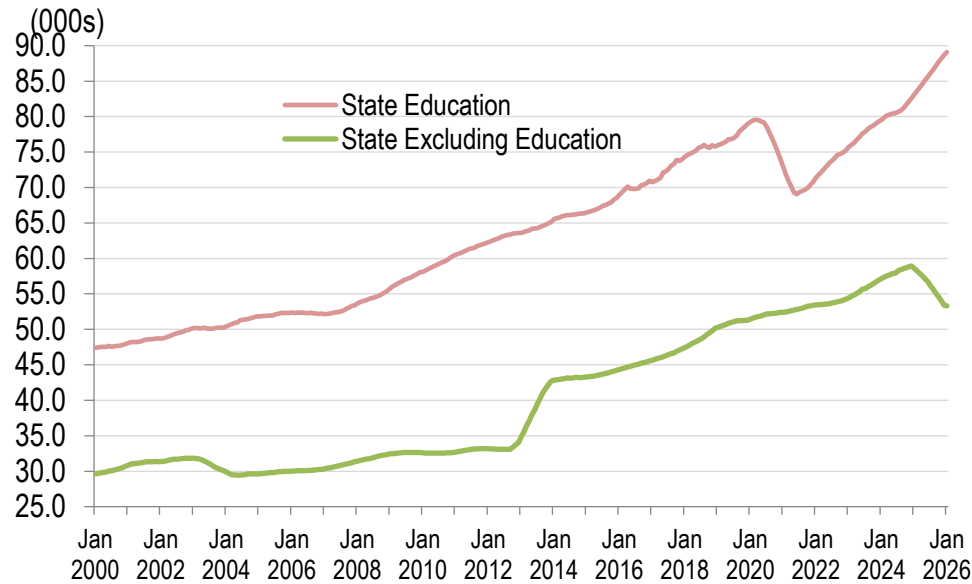


Local Government % of Total

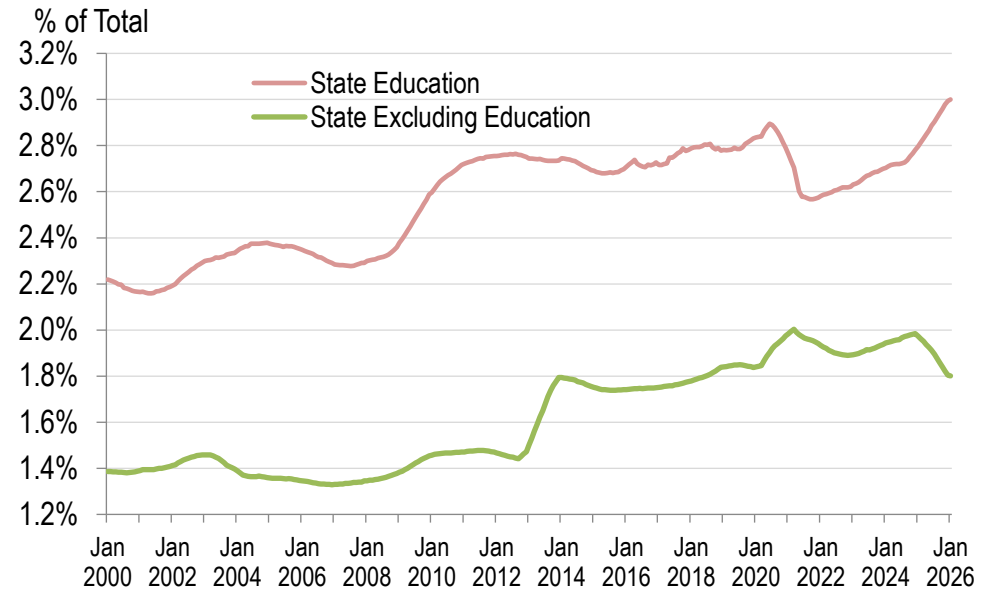
The share of local education employment has ranged from 4.8% to 5.7% of total employment. The share of local government excluding education has been between 4.4% and 5.3%. Employment has increased; however, the share of both categories has trended downward since 2010. In 2025, about 9.9% of Colorado employees work in local government.

Colorado Government Employment – 2000 to Current State

State Colorado Government Employment – 12 MMA



State Government Employment - % of Total



State Government Total

State government employment includes higher education and workers at state government agencies. Higher education (red) posted strong gains, with the exception of the 2020 recession. State government posted steady gains beginning in 2013. There was a slight decline in 2025, possibly related to the state budget shortfalls.

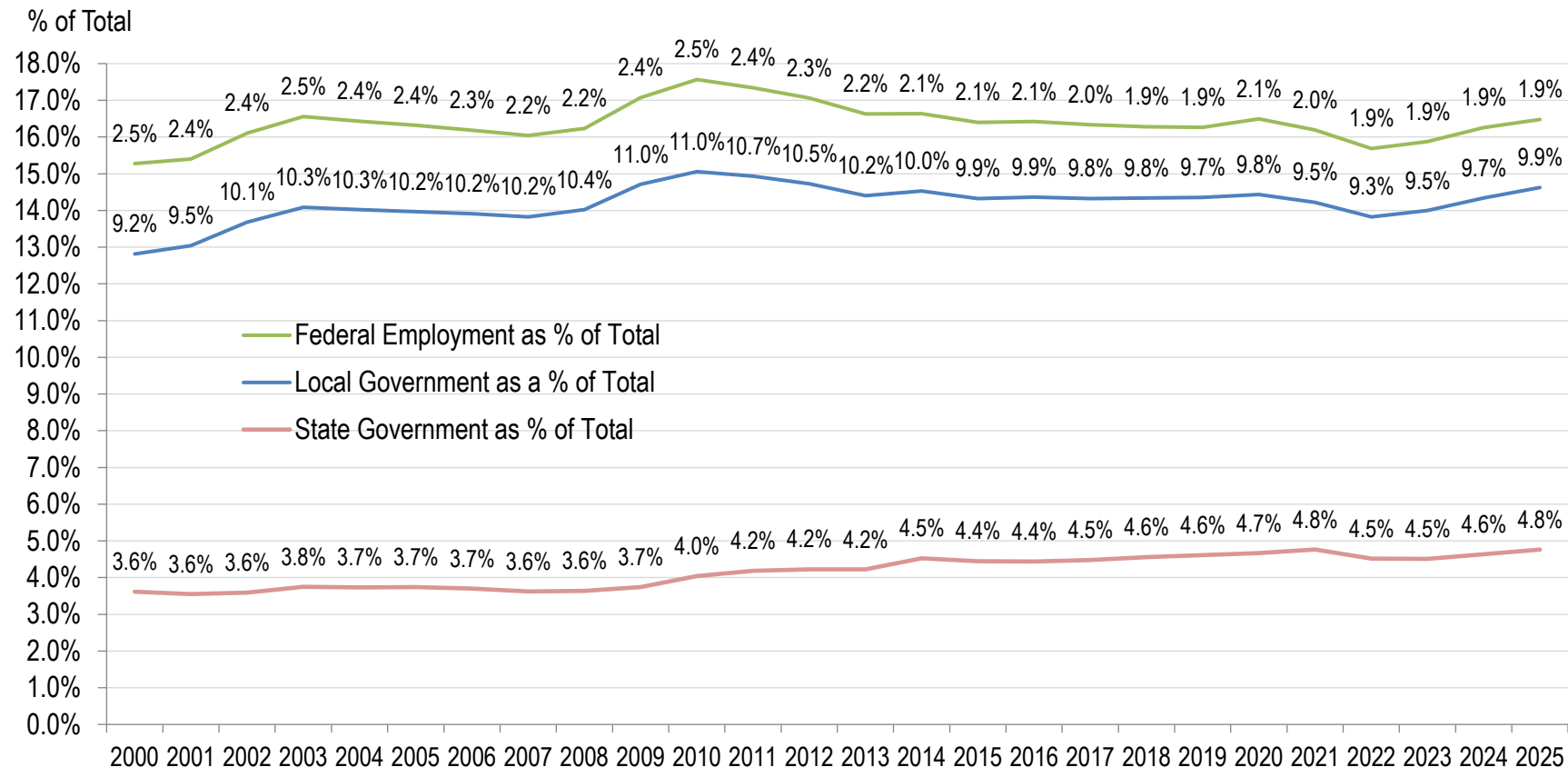
Source: BLS, 12-month rolling average NSA, cber.co.

State Government % of Total

The share of state education employment increased from 2.2% in 2000 to 3.0% in 2025. The share of state government excluding education increased from 1.4% to 1.8%. Most of that gain occurred in 2014 and afterward.

Colorado Government As a Percent of Total Employment 2020 to 2025

Colorado Government Employment and Percent of Total



Source: BLS, Annual NSA, cber.co.

Government as % of Total Employment

Government employment is essential for maintaining an orderly society and a healthy economy. The stacked bar chart includes local (blue), state (red), and federal employment (green). K-12 education is included in local government, and higher education is included in state government.

The number of government employees has increased from 336,800 to 489,000 between 2000 and 2025. Over that period, government employment increased from 15.2% to 16.5% of total employment.

Colorado Employment – Larger Sectors

Colorado Employment and Change in Employment

Sectors with more than 140,000 Employees

Colorado Employment YOY Change (000s), YOY Percent Change				
Industry Sector	Employment and YOY Change			
	2024	2025	YOY Change	Percent YOY
Sectors with more than 140,000 employees				
Healthcare	333.7	348.7	15.0	4.5%
Local Government	288.1	292.1	4.0	1.4%
Prof., Scientific, and Tech, Services (PST)	291.8	291.2	-0.6	-0.2%
Accommodation and Food (F&A)	289.5	286.4	-3.1	-1.1%
Retail Trade	274.6	269.1	-5.5	-2.0%
Construction	186.7	185.4	-1.3	-0.7%
Financial Activities	179.7	180.2	0.5	0.3%
Administrative Services	156.9	150.2	-6.7	-4.3%
Manufacturing	149.2	146.3	-2.9	-1.9%
State Government	141.5	142.1	0.6	0.4%
Total Sectors >140,000 Employees	2,291.7	2,291.7	0.0	0.00%

Highlights

Sectors with > 140,000 Employment (Sorted by Size)

YOY total employment for the ten largest sectors did not increase in 2025. In 2025, 77.4% of employees worked in these sectors. Employment increased in four of the ten largest sectors.

Healthcare employment increased by 15,000, and financial activities increased by 500. Administrative services dropped by 6,700, retail trade declined by 5,500, AFS lost 3,100, and manufacturing was down 2,900.

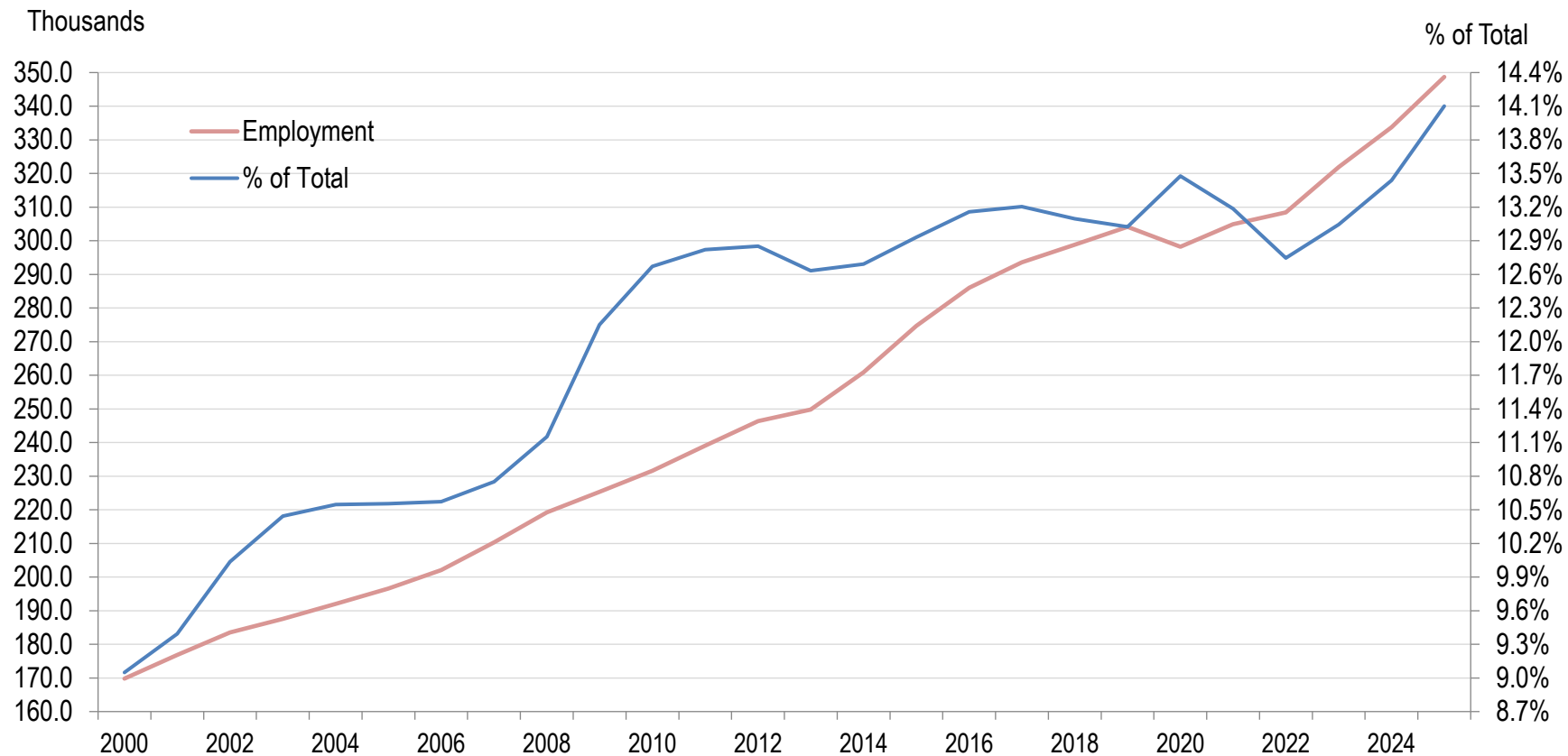
Local government added 4,000, and state government added 600.

Source: BLS, SA, cber.co.

Colorado Healthcare and Social Assistance

Employment and Percent of Private Employment 2000 to 2025

Colorado HSA Employment and Percent of Private Sector Employment

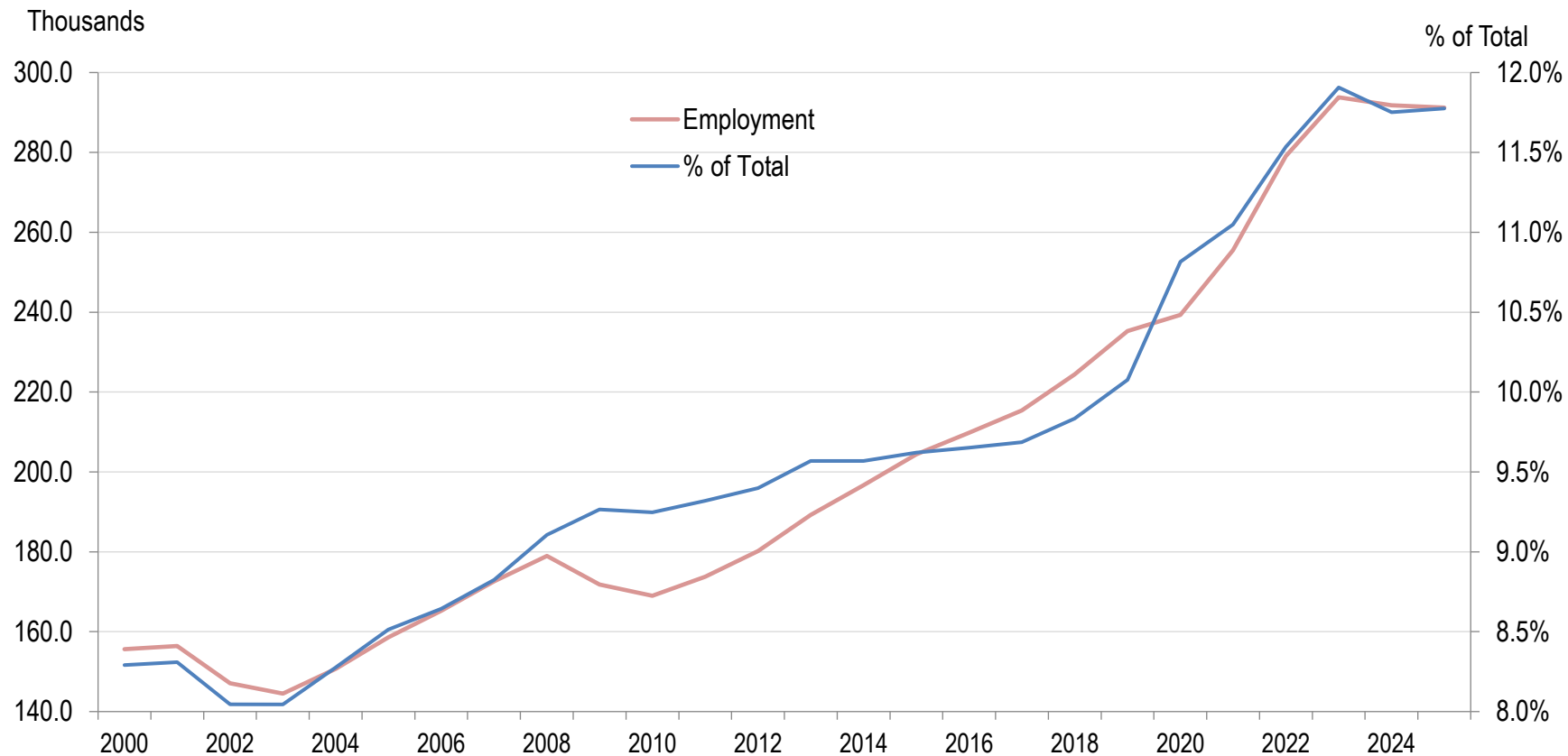


Source: BLS, annual NSA, cber.co.

HSA Employment
 AFS employment increased from 169,800 in 2000 to 348,700 in 2025 (red).
 Employment increased in every year except 2020 and it dropped by about 5,900 that year.
 On average, employment increased by 7,100 every year.
 In 2000, HSA employment was 9.0% of private sector employment (blue). It increased to 14.1% in 2025.

Colorado Professional, Scientific, and Technical Services Employment and Percent of Private Employment

Colorado PST Services and Percent of Private Sector Employment



PST Services Employment
PST services employment increased from 155,600 in 2000 to a peak of 293,800 in 2023, back down to 291,200 in 2025 (red).

Employment increased in 20 of 26 years. On average, employment increased by 5,600 every year.

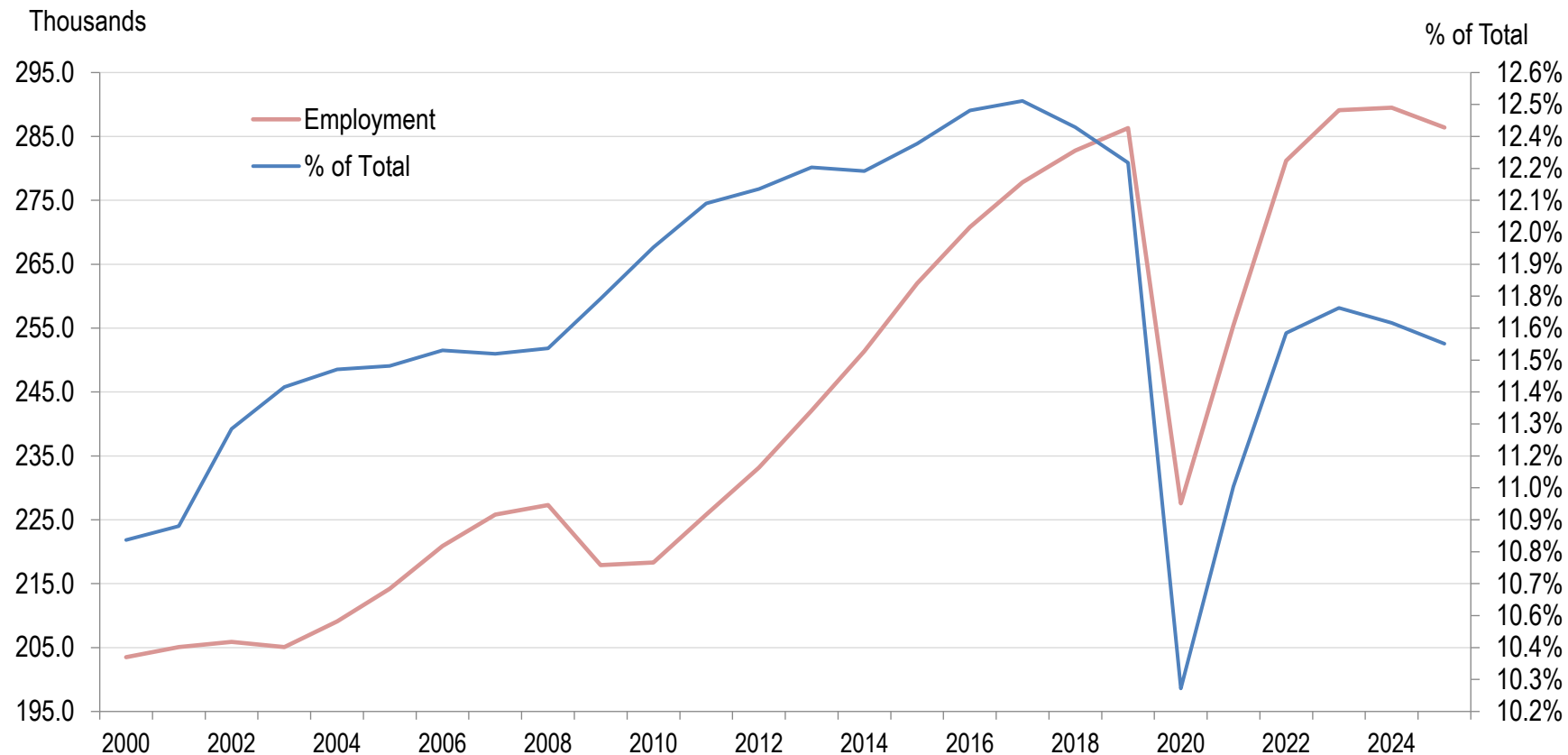
In 2000, PST services employment was 8.3% of private sector employment (blue). It increased to 11.8% in 2025.

Source: BLS, annual NSA, cber.co.

Colorado Accommodation and Food Service

Employment and Percent of Private Employment

Colorado AFS Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

AFS Employment

AFS employment increased from 203,500 in 2000 to 286,400 in 2025 (red). There was a sharp decline in 2020 for the 2000 recession.

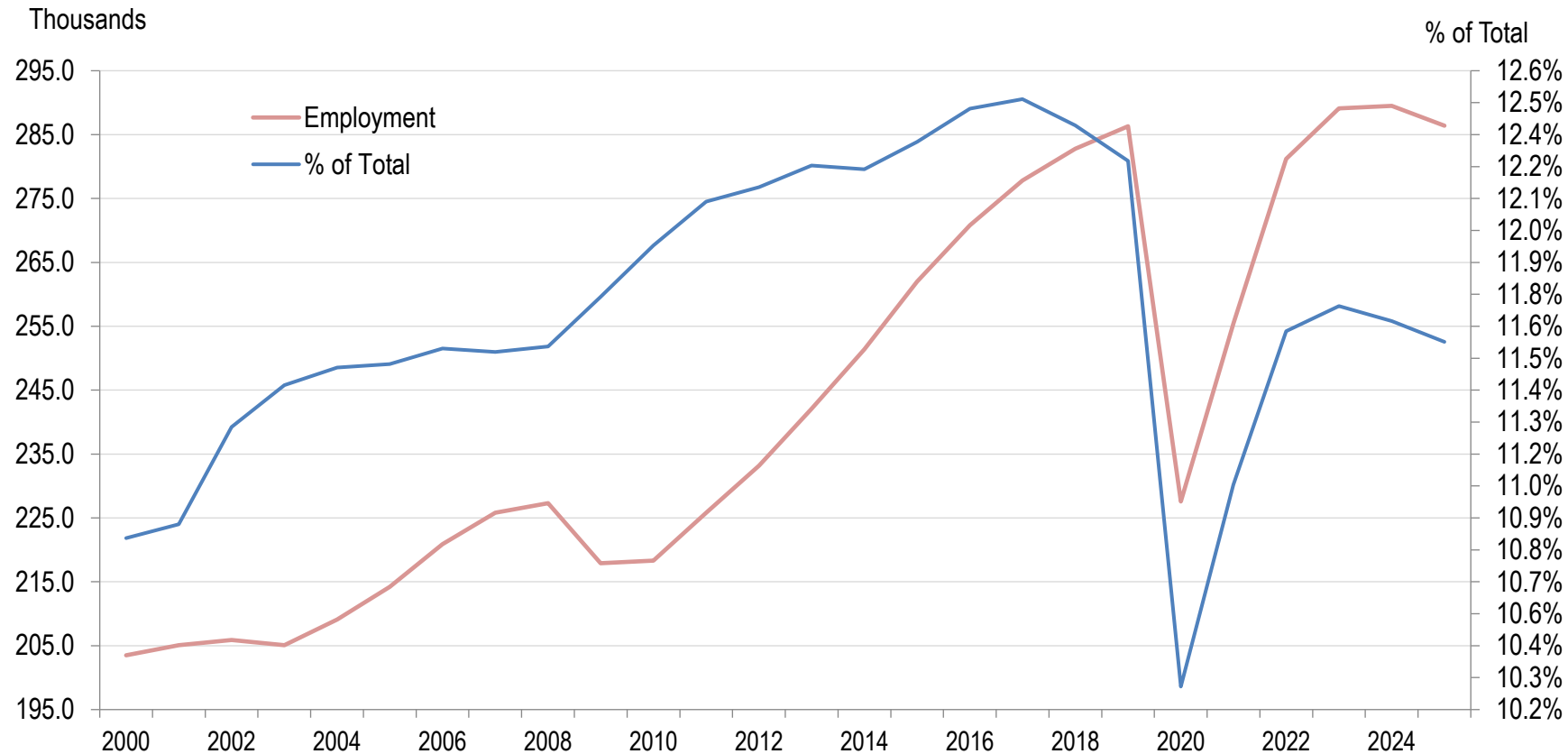
Employment increased in 22 of 26 years. On average, employment increased by 3,400 every year.

In 2000, AFS employment was 10.8% of private sector employment (blue). It increased to 12.5% in 2017, then dropped to 10.3% in 2020. It was 11.6% in 2025.

Colorado Accommodation and Food Service

Employment and Percent of Private Employment

Colorado AFS Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

Colorado-based Business and Economic Research <https://cber.co>

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AFS employment increased from 203,500 in 2000 to 286,400 in 2025 (red). There was a sharp decline in 2020 for the 2000 recession.

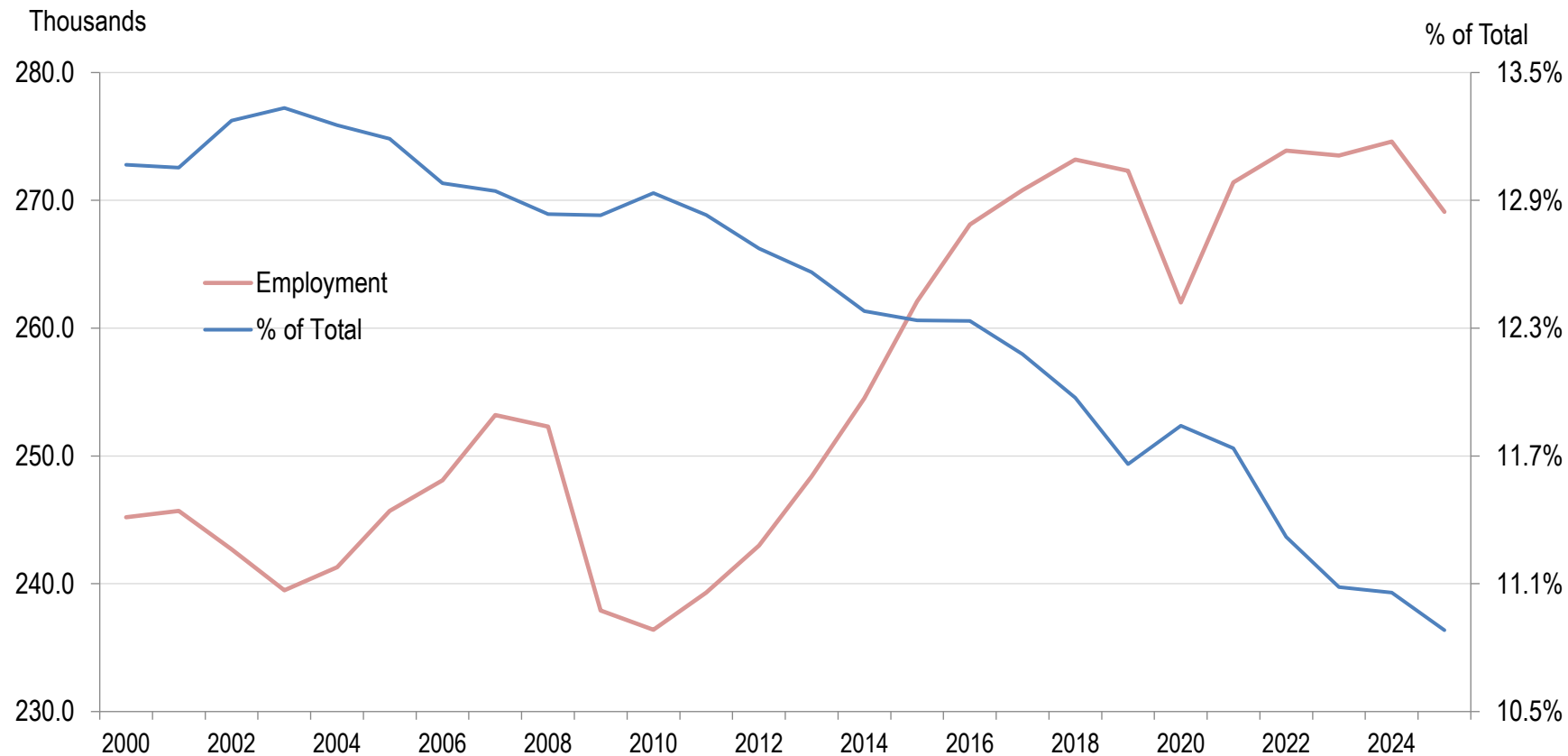
Employment increased in 22 of 26 years. On average, employment increased by 3,400 every year.

In 2000, AFS employment was 10.8% of private sector employment (blue). It increased to 12.5% in 2017, then dropped to 10.3% in 2020. It was 11.6% in 2025.

Colorado Retail Trade

Employment and Percent of Private Employment

Colorado Retail Trade Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

Colorado-based Business and Economic Research <https://cber.co>

Retail Trade Employment

Retail trade employment increased from 245,200 in 2000 to 269,100 in 2025 (red).

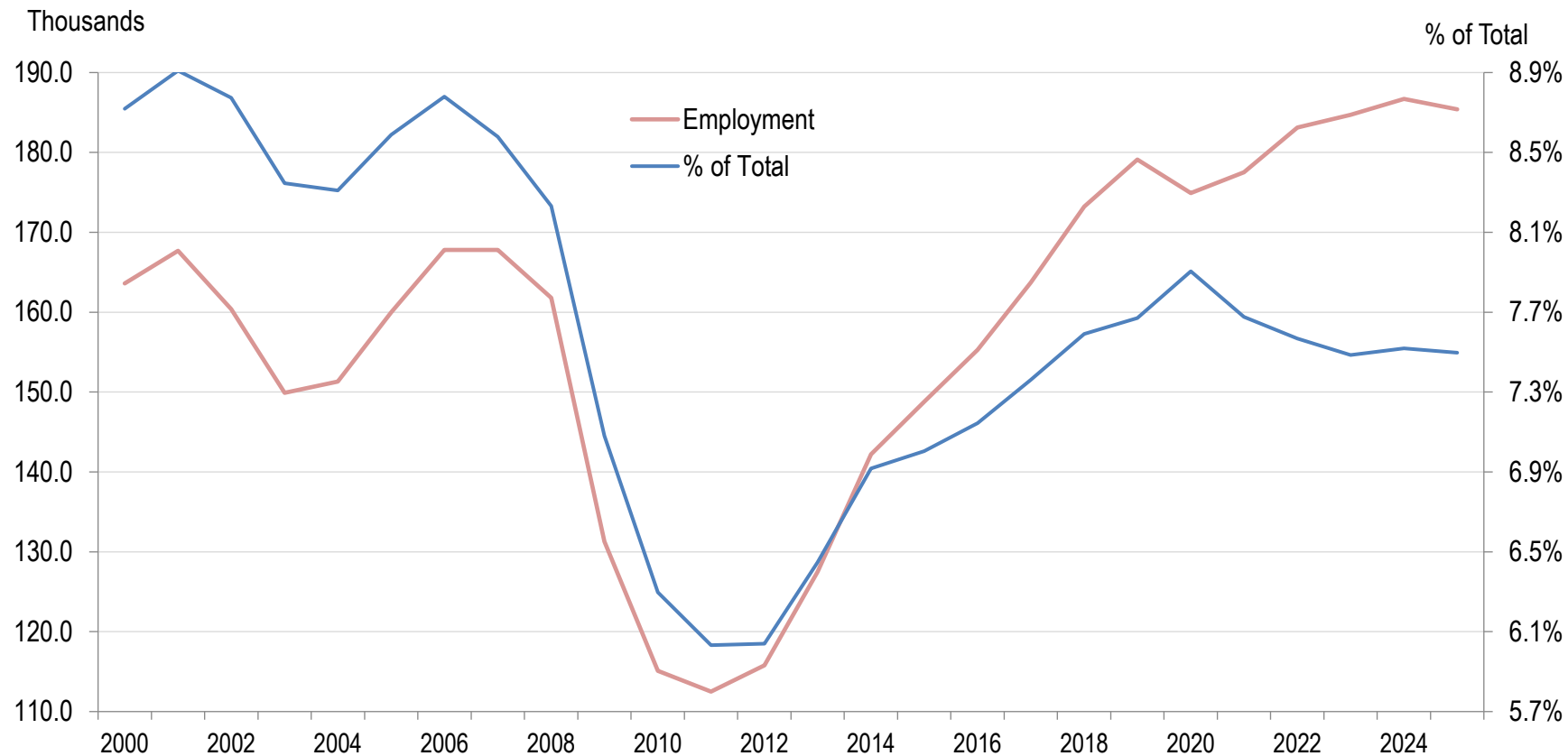
Employment increased in 17 of 26 years. On average, employment increased by 1,100 every year.

In 2000, retail trade employment was 13.1% of private sector employment (blue). As the industry evolved, it fell to 10.9% in 2025.

Colorado Construction

Employment and Percent of Private Employment

Colorado Construction and Percent of Private Sector Employment



Construction Employment
 Construction employment increased from 163,600 in 2000 to 185,000 in 2025 (red). There was a sharp decline from 2008 to 2011.

Employment increased in 17 of 26 years. On average, employment increased by 1,400 every year.

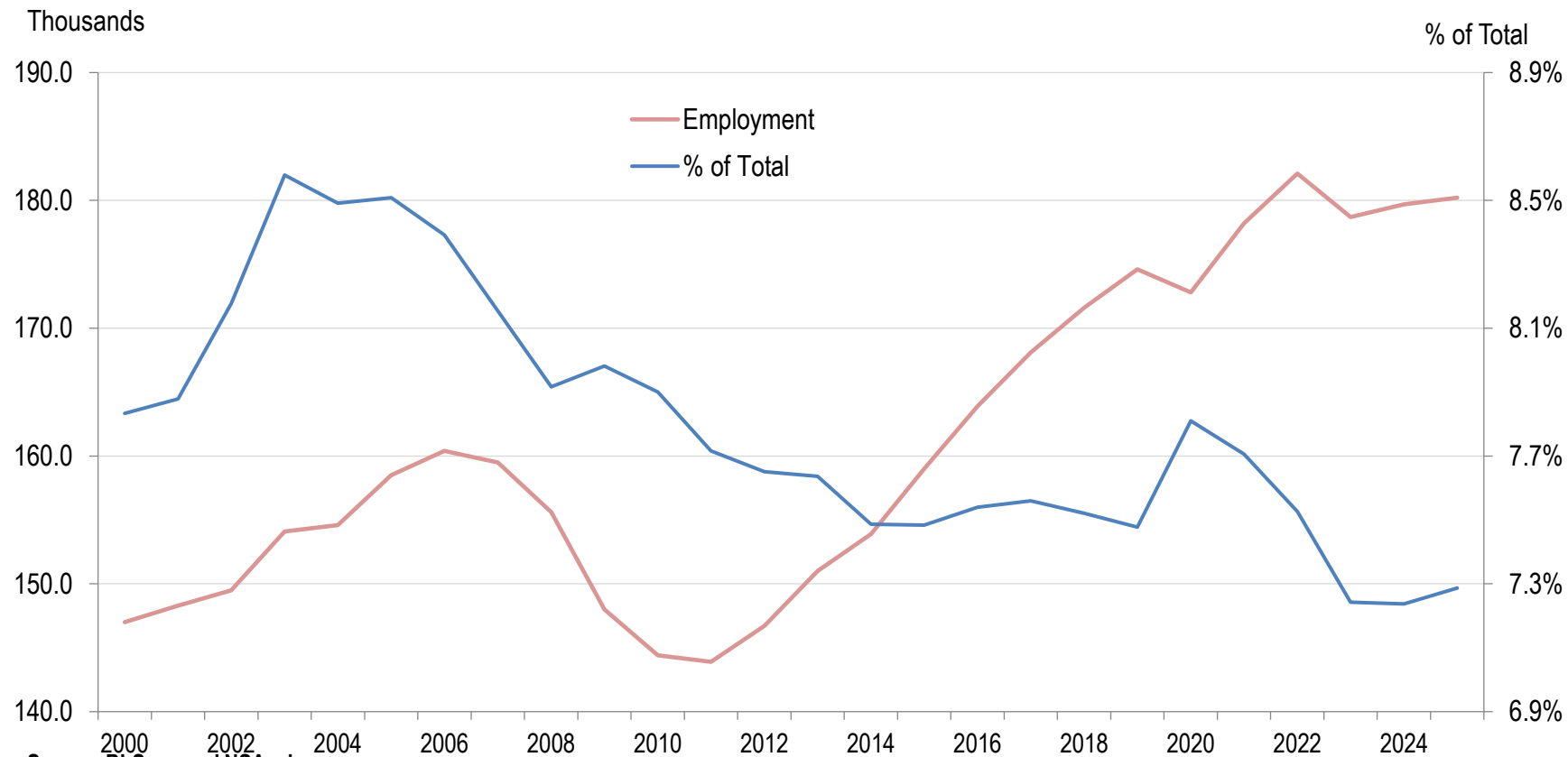
The sector was extremely volatile. In 2000, construction employment was 8.7% of private sector employment (blue). It was 7.5% in 2025.

Source: BLS, annual NSA, cber.co.

Colorado Financial Activities

Employment and Percent of Private Employment

Colorado Financial Activities and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

Financial Activities Employment

Financial employment increased from 147,000 in 2000 to 180,200 in 2025 (red). The greatest increase was from 2011 to 2022.

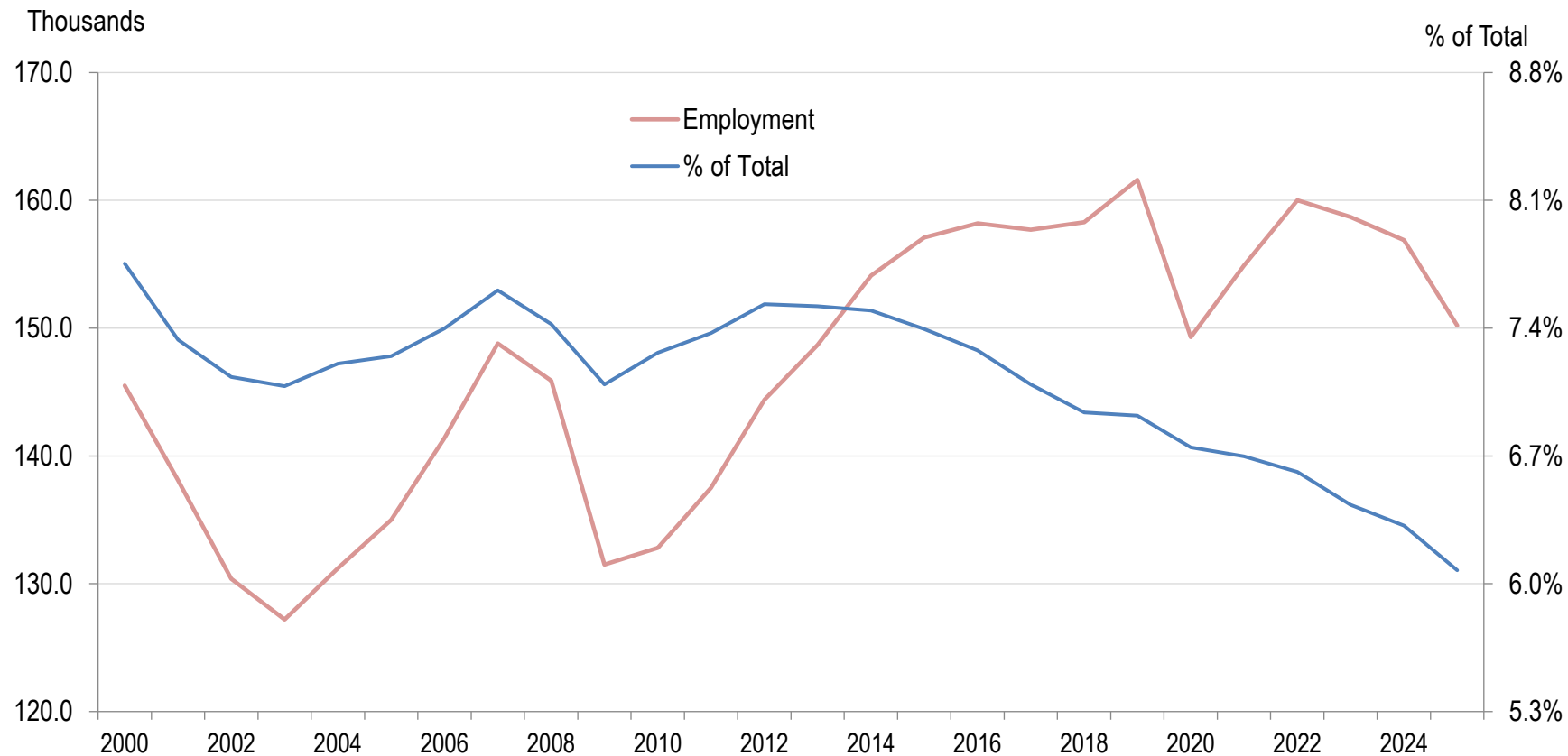
Employment increased in 19 of 26 years. Five of the seven decreases occurred between 2006 and 2010. On average, employment increased by 1,500 every year.

In 2003, employment in financial activities was 7.8% of private sector employment (blue). It declined to 7.3% in 2025.

Colorado Administrative Services

Employment and Percent of Private Employment

Colorado Administrative Services and Percent of Private Sector Employment



Administrative Services Employment

Administrative services employment increased from 145,500 in 2000 to a peak of 161,600 in 2019, back down to 150,200 in 2025 (red).

Employment increased in 16 of 26 years. On average, employment increased by 400 every year.

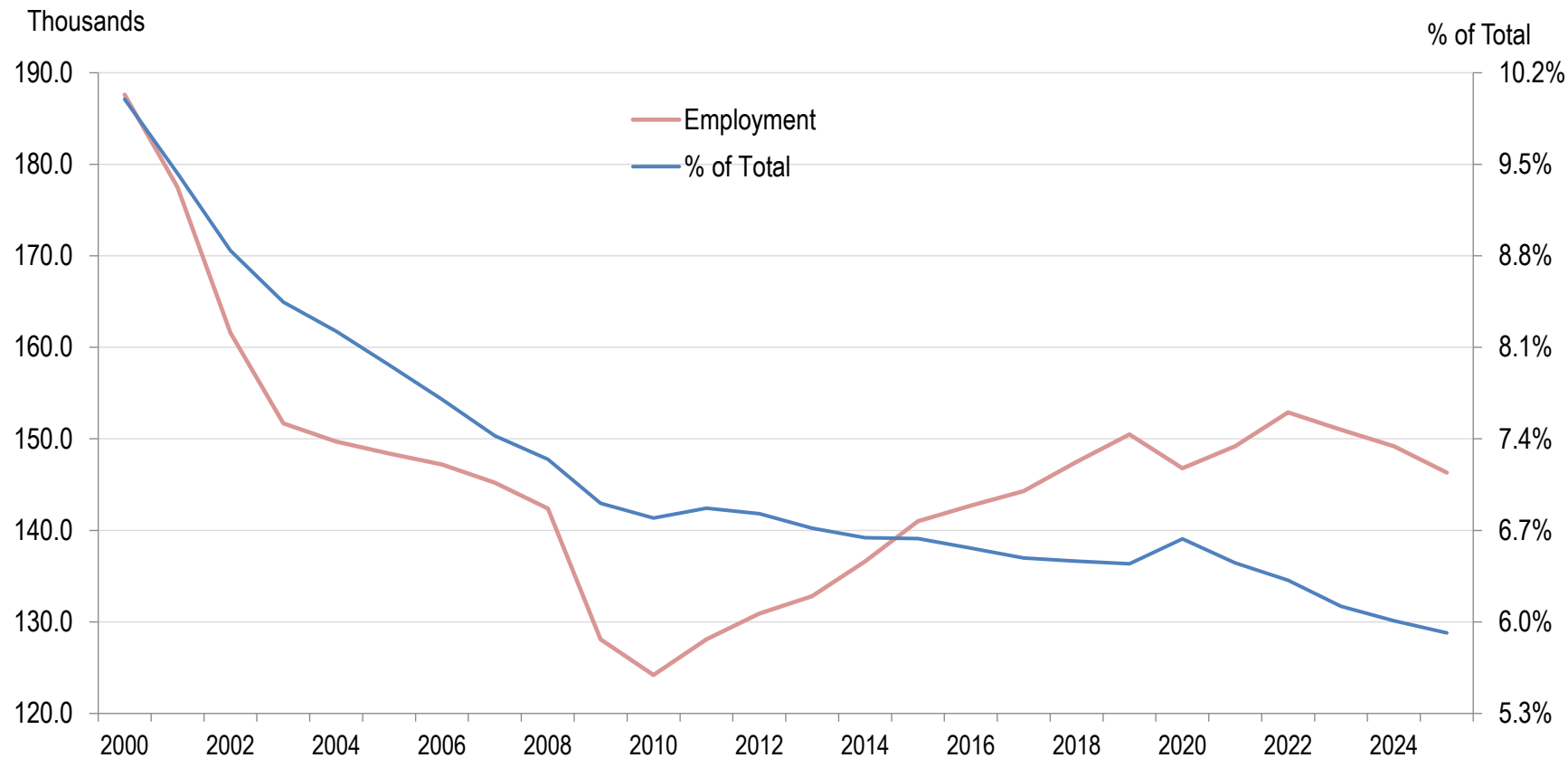
In 2000, administrative services employment was 7.8% of private sector employment (blue). It declined to 6.1% in 2025.

Source: BLS, annual NSA, cber.co.

Colorado Manufacturing

Employment and Percent of Private Employment

Colorado Manufacturing and Percent of Private Sector Employment



Manufacturing Employment

Manufacturing employment decreased from 187,600 in 2000 to 146,300 in 2025 (red).

Employment increased in 12 of 26 years. On average, employment changed by -1,500 every year.

In 2003, manufacturing employment was 10.0% of private sector employment (blue). It declined to 5.6% in 2025.

Source: BLS, annual NSA, cber.co.

Colorado Employment – Smaller Sectors

Colorado Employment and Change in Employment Sectors with less than 140,000 Employees

Colorado Employment YOY Change (000s), YOY Percent Change				
Industry Sector	Employment and YOY Change			
Sectors with less than 140,000 employees	2024	2025	YOY Change	Percent YOY
Other Services (Personal)	131.6	131.3	-0.3	-0.2%
Transp., Warehousing, and Utilities (TWU)	117.7	118.9	1.2	1.0%
Wholesale Trade	116.8	114.7	-2.1	-1.8%
Information	73.6	70.3	-3.3	-4.5%
Arts, Entertainment, Recreation (AER)	63.5	64.0	0.5	0.8%
Federal Government	56.9	54.8	-2.1	-3.7%
Education (Private)	49.3	48.6	-0.7	-1.4%
Mgmt. of Corporations/Enterprises (MCE)	46.8	46.7	-0.1	-0.2%
Extractive Industries	21.7	20.9	-0.8	-3.7%
Total Sectors <140,000 Employees	677.9	670.2	-7.7	-1.14%

Highlights

Sectors with < 140,000 Employment (Sorted by Size)
YOY employment for these nine sectors changed by -7,700, or minus 1.14%.

Employment increased in two of these nine areas. TWU and AER were the two sectors with absolute job growth. Employment in these two sectors increased by 1,700.

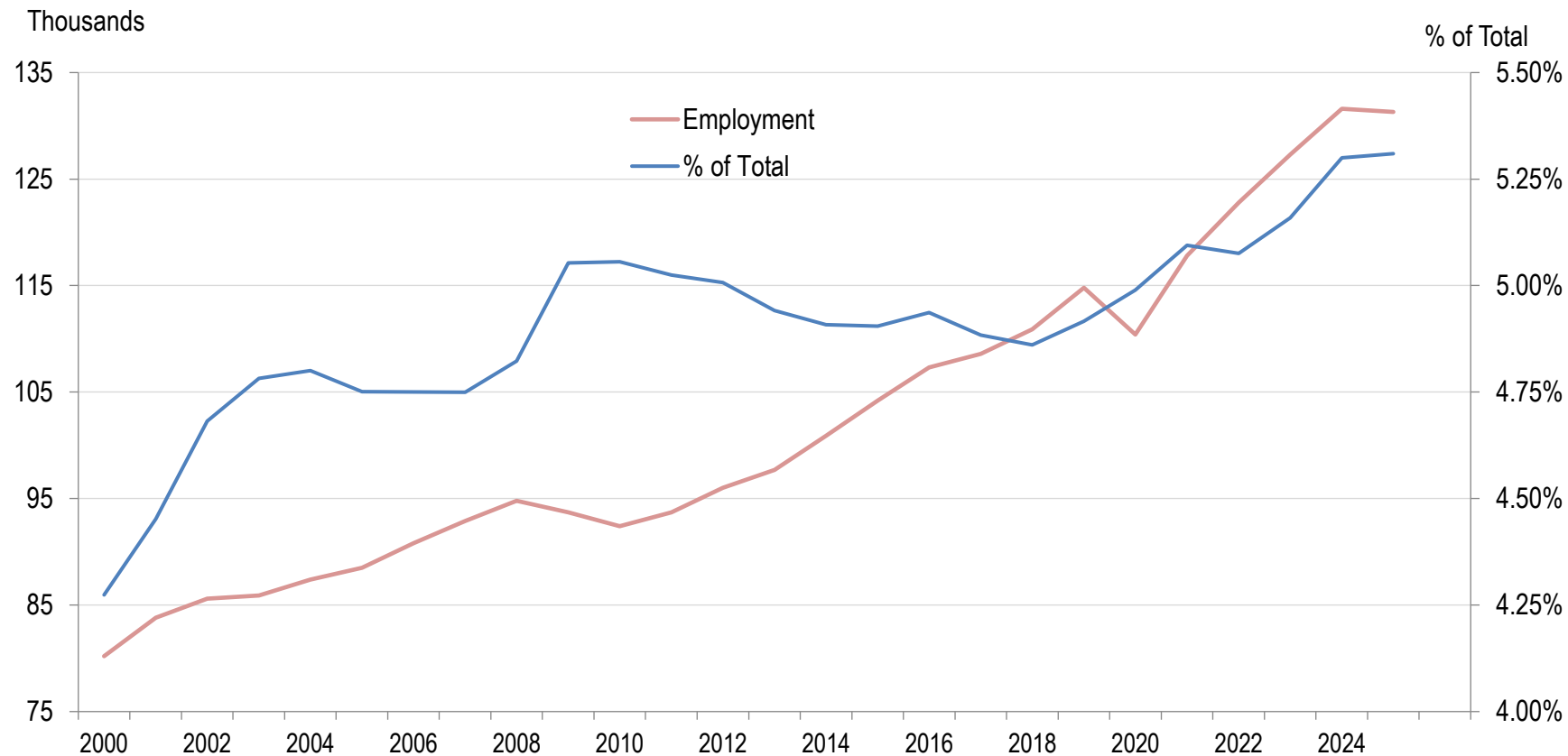
In 2025, 22.6% of employees worked in these nine sectors.

Source: BLS, SA, cber.co.

Colorado Other Services

Employment and Percent of Private Employment

Colorado Other Services and Percent of Private Sector Employment



Other Services Employment

Other services employment increased from 80,200 in 2000 to 131,300 in 2025 (red).

Employment increased in 23 of 26 years. On average, employment increased by 2,000 every year.

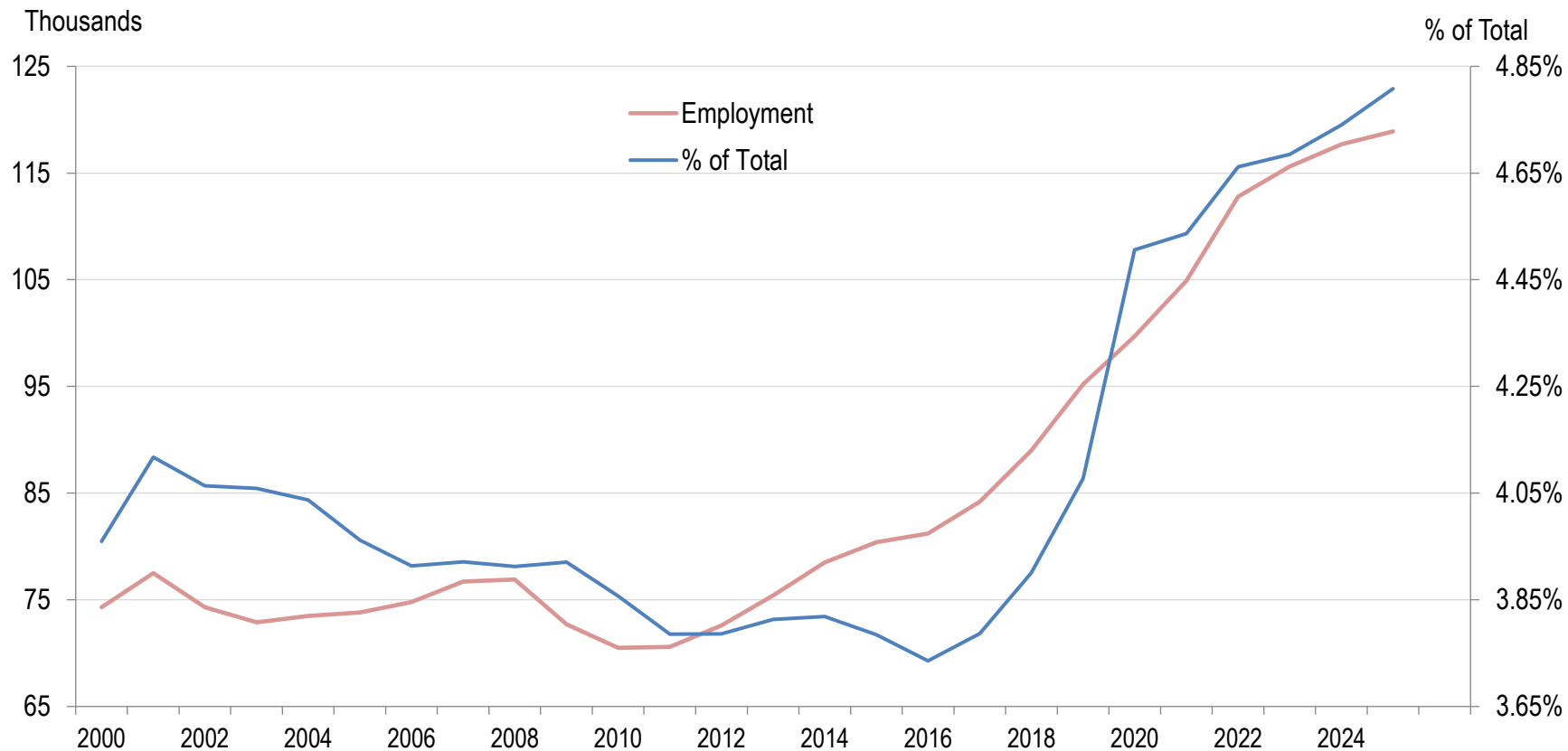
In 2000, Other services employment was 4.27% of private sector employment (blue). It increased to 5.31% in 2025.

Source: BLS, annual NSA, cber.co.

Colorado Transportation, Warehousing, and Utilities

Employment and Percent of Private Employment

Colorado TWU Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

TWU Employment

TWU employment increased from 74,300 in 2000 to 118,900 in 2025 (red).

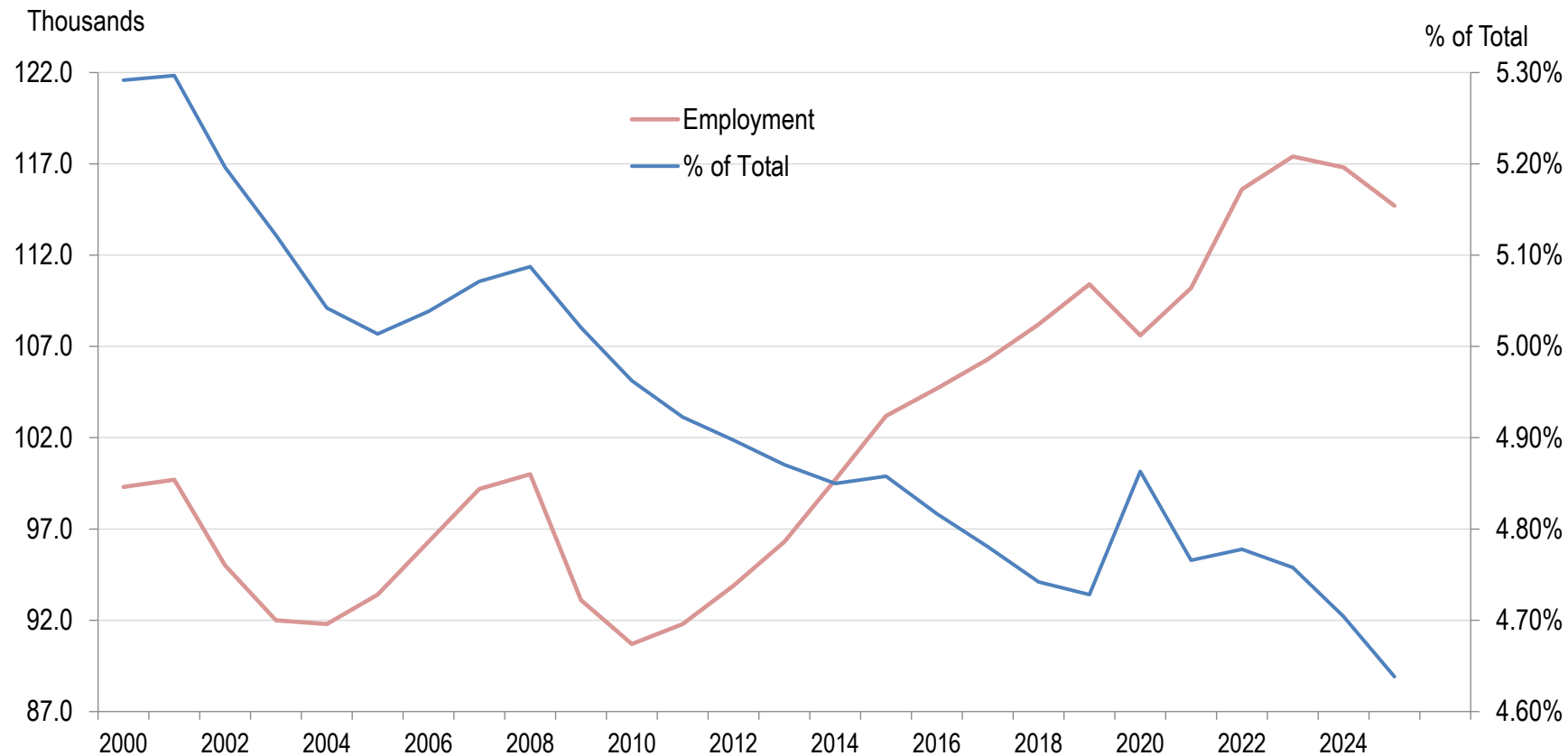
Employment increased in 22 of 26 years. On average, employment increased by 1,800 every year.

In 2000, TWU employment was 3.96% of private-sector employment (blue). It increased to 4.81% in 2025.

Colorado Wholesale Trade

Employment and Percent of Private Employment

Colorado Wholesale Trade Employment and Percent of Private Sector Employment



Wholesale Trade Employment

Wholesale trade employment increased from 99,300 in 2000 to 114,700 in 2025 (red).

Employment increased in 18 of 26 years. On average, employment increased by 800 every year.

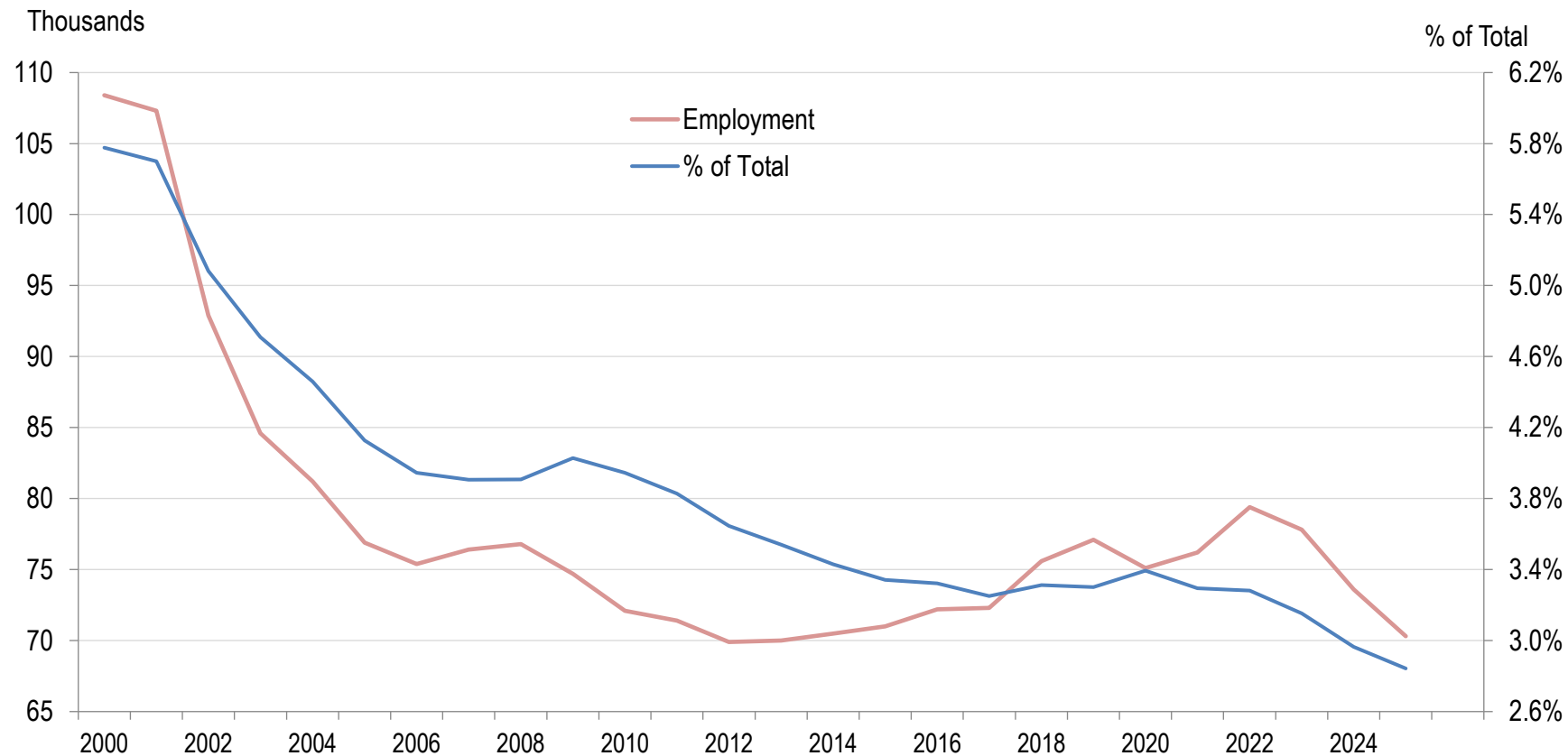
In 2000, wholesale trade employment was 5.29% of private sector employment (blue). It decreased to 4.64% in 2025.

Source: BLS, annual NSA, cber.co.

Colorado Information

Employment and Percent of Private Employment

Colorado Information Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

Information Employment

Information employment was 108,400 in 2000 and fell to 70,300 in 2025 (red).

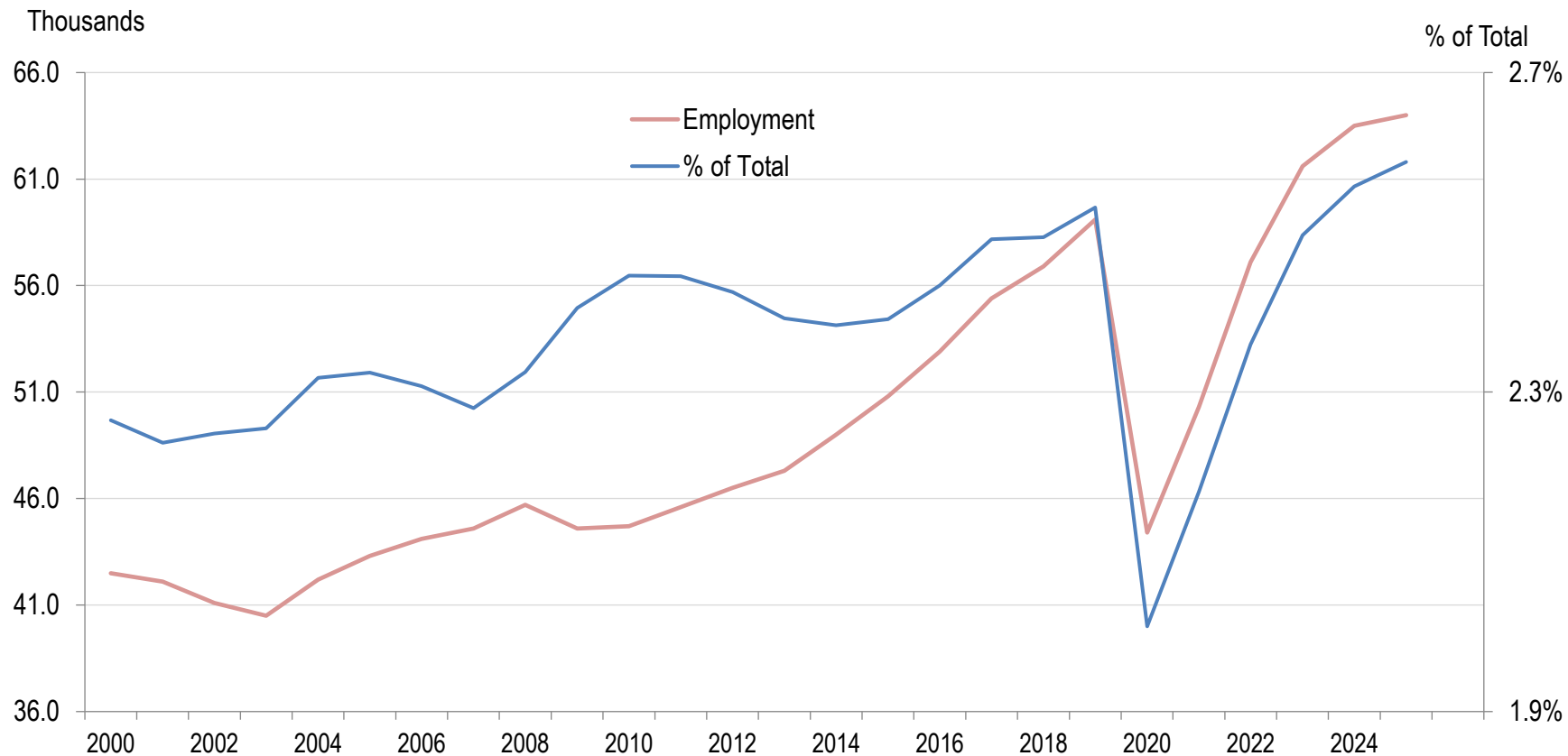
Employment increased in 12 of 26 years. On average, employment changed by -100 every year.

In 2000, information employment was 5.8% of private sector employment (blue). It slipped to 2.8% in 2025.

Colorado Arts, Entertainment, and Recreation

Employment and Percent of Private Employment

Colorado AER Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

Colorado-based Business and Economic Research <https://cber.co>

AER Employment

AER employment was 42,500 in 2000 and rose to 59,100. It felt the effects of the COVID-19-related policies, before rising to 64,000 in 2025 (red).

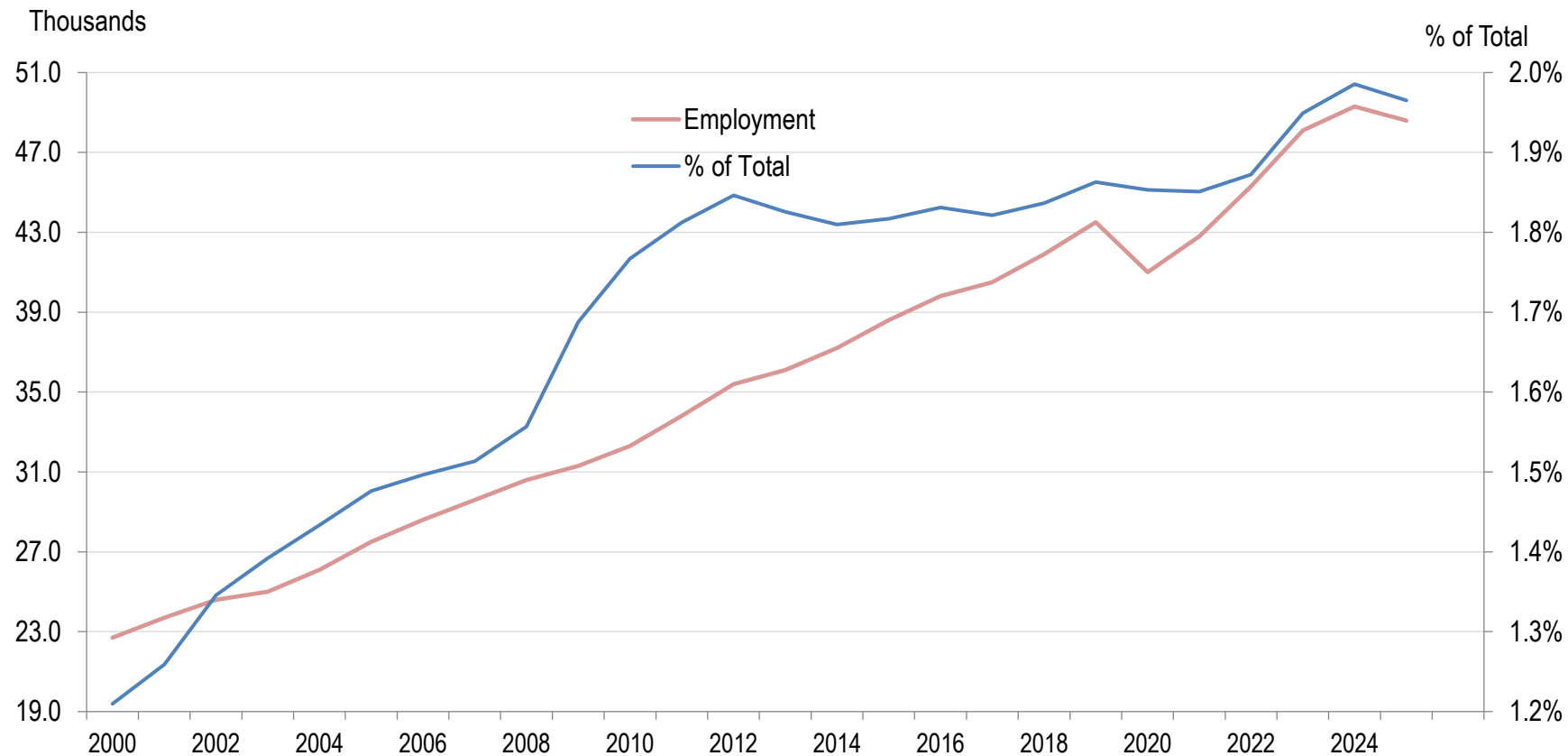
Employment increased in 19 of 26 years. On average, employment increased by 900 every year.

In 2000, AER employment was slightly less than 2.3% of private sector employment (blue). It rose to 2.6% in 2025.

Colorado Private Education

Employment and Percent of Private Employment

Colorado Private Education Employment and Percent of Private Sector Employment



Private Education Employment

Private education employment was 22,700 in 2000. It rose to 48,600 in 2025 (red).

Employment increased in 21 of 26 years. On average, employment increased by 900 every year.

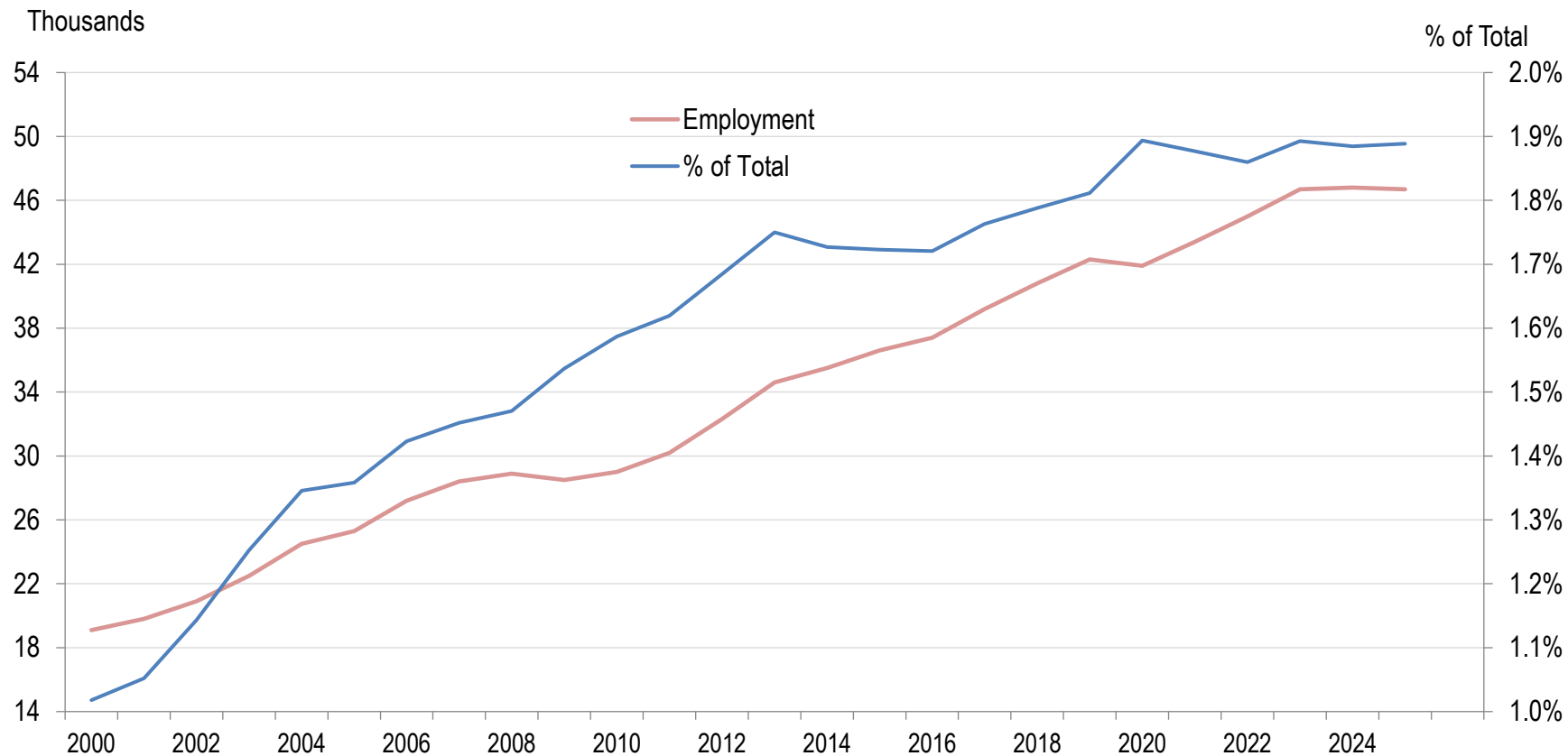
In 2000, AER employment was 1.2% of private sector employment (blue). It rose to about 2.0% in 2025.

Source: BLS, annual NSA, cber.co.

Colorado Management of Companies and Enterprises

Employment and Percent of Private Employment

Colorado MCE Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

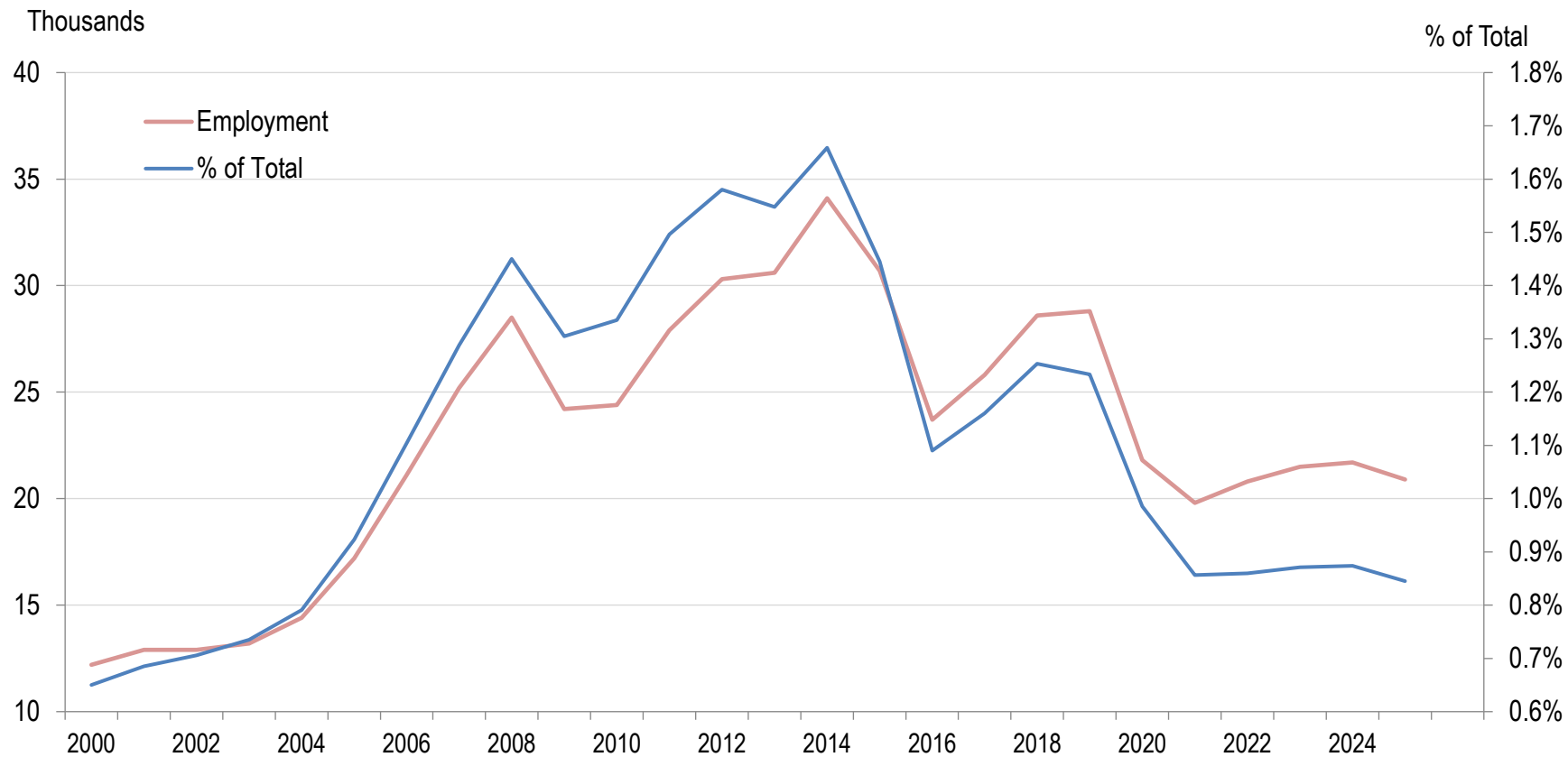
Colorado-based Business and Economic Research <https://cber.co>

MCE Employment
MCE employment was 19,100 in 2000. It rose to 46,700 in 2025 (red).
Employment increased in 23 of 26 years. On average, employment increased by 1,100 every year.
In 2000, MCE employment was 1.0% of private-sector employment (blue). It rose to 1.9% in 2025.

Colorado Extractive Industries

Employment and Percent of Private Employment

Colorado Extractive Industries Employment and Percent of Private Sector Employment



Source: BLS, annual NSA, cber.co.

Extractive Industries Employment

Employment in extractive industries was 12,200 in 2000. Prices and policy dictated changes in employment. In 2025, there were 20,900 employees in the sector.

Employment increased in 18 of 26 years. On average, employment increased by 300 per year.

In 2000, employment in extractive industries was slightly less than 0.7% of private sector employment (blue). It rose to 0.8% in 2025.

Colorado Summary of Private and Government Employment – 2000 to 2025

Summary of Jobs Added During Eras of Job Growth Private Sector 2000 to 2025

The table on the following slide analyzes the past 26 years of employment history. The primary focus is on the Lost Decade, Robust Growth, and the COVID-19 era.

2000 – Last year of the Go-Go 1990s. (1 year)

2001 to 2011 – Lost Decade (11 years)

2012 to 2019 – Robust Growth (8 years)

2020 to 2024 – COVID-19 era (5 years)

2025 - Post-COVID-19 era (1 year)

Between 2000 and 2025, the state's private sector employment increased by 688,900, and government employment added about 160,800 workers. About 19.4% of the jobs added were in the government sector. As a result, in 2025, approximately 16.5% of total employment was in the government sector.

Key points from the slide on the following page are:

- The negative change in employment for 2025 is cause for concern. It is not associated with an NBER recession.
- On average, employment increased annually by 25,700 private sector workers and 6,200 government workers. About 7,100 healthcare workers, 5,600 PST workers, and 3,400 AFS private sector workers were added annually. Approximately 62% of the private sector workers added were from these sectors.
- Most sectors performed poorly during the Lost Decade. Employment declined for eight private sectors. Employment increased for all sectors during the Robust Growth era.
- The administrative services, extractive industries, information, and manufacturing sectors declined between 2020 and 2024 (COVID-19 era). They also declined in 2025, along with nine additional sectors.
- The extended declines in manufacturing and information employment are concerning, along with the slowdown in PST employment. Many of the state's high-tech companies are in these sectors.

Summary of Jobs Added by Eras of Job Growth

Private Sector

Colorado Private Sector Employment Summary 2000 to 2025								
Industry Sectors	2025 Emp.	1999 to 2000	2000 to 2011	2011-2019	2019 to 2024	2024 to 2025	Total Added	Average Annual
Healthcare	348.7	4.5	69.3	65.0	29.6	15.0	183.4	7.1
Professional, Scientific, Technical (PST)	291.2	9.2	18.2	61.5	56.5	-0.6	144.8	5.6
Accommodation/ Food Services (AFS)	286.4	5.3	22.3	60.5	3.2	-3.1	88.2	3.4
Other Services (Personal)	131.3	1.2	13.5	21.1	16.8	-0.3	52.3	2.0
Transportation, Warehousing, and Utilities	118.9	3.3	-3.7	24.6	22.5	1.2	47.9	1.8
Construction	185.4	15.1	-51.1	66.6	7.6	-1.3	36.9	1.4
Financial Activities	180.2	-0.4	-3.1	30.7	5.1	0.5	32.8	1.3
Retail Trade	269.1	5.9	-5.9	33.0	2.3	-5.5	29.8	1.1
Management of Corporations/Enterprises	46.7	1.4	11.1	12.1	4.5	-0.1	29.0	1.1
Education (Private)	48.6	1.4	11.1	9.7	5.8	-0.7	27.3	1.1
Arts, Entertainment, Recreation (AER)	64.0	2.1	3.1	13.5	4.4	0.5	23.6	0.9
Wholesale Trade	114.7	4.9	-7.5	18.6	6.4	-2.1	20.3	0.8
Administrative Services	150.2	6.0	-8.0	24.1	-4.7	-6.7	10.7	0.4
Extractive Industries	20.9	-0.1	15.7	0.9	-7.1	-0.8	8.6	0.3
Information	70.3	11.4	-37.0	5.7	-3.5	-3.3	-26.7	-1.0
Manufacturing	146.3	1.3	-59.5	22.4	-1.3	-2.9	-40.0	-1.5
Total	2,472.9	72.5	-11.5	470.0	148.1	-10.2	668.9	25.7

Source: BLS, cber.co.

Summary of Jobs Added by Eras of Job Growth Government

Colorado Government Employment Summary 2000 to 2025 (000s)								
Industry Sector	2025 Emp.	1999 to 2000	2000 to 2011	2011-2019	2019 to 2024	2024 to 2025	Total Added	Average Annual
Government Sectors								
Federal Government	54.8	0.6	-0.1	-1.3	3.8	-2.1	0.9	0.03
State Higher Education	88.7	0.4	14.2	16.8	3.6	6.1	41.1	1.58
State, Excluding Higher Education	53.4	1.1	2.5	18.1	7.6	-5.5	23.8	0.92
Local K-12 Education	147.7	2.7	20.9	15.0	4.3	2.3	45.2	1.74
Local, Excluding Education	144.4	3.8	18.2	14.1	12.1	1.6	49.8	1.92
Total	489.0	8.6	55.7	62.7	31.4	2.4	160.8	6.18

Source: BLS, cber.co.

During these 26 years, Colorado government employment increased by 160,800 jobs (6,200 per year). Private sector employment increased by about 668,900 (25,700 per year). The increase in government employment accounted for 19.4% of the rise in total employment.

The change in federal employment was volatile and minimal. On average, state government employment increased by 2,500 jobs a year, and local governments added 3,700 jobs per year. State government employment rose at a faster rate, but off a smaller base.

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Gary Horvath has produced annual employment forecasts of the state economy for over 30 years. They have been supplemented by monthly economic updates and indices that track economic performance over the short term. In addition, he has directed three statewide analyses that included reviews of all 64 county economies.

Horvath was the principal investigator for a state and federally funded project to prepare a nanotechnology roadmap for Colorado. As well, he was a co-founder of the Colorado Photonics Industry Association, a trade group for Colorado's Photonics cluster. Horvath has been an active board member of the group since its inception.

Horvath has also served on the Board of Directors for the Economic Development Council of Colorado, Northwest Denver Business Partnership, Adams County Regional Economic Partnership, and Broomfield Economic Development Corporation. Horvath has also been the chair of the photonics/electronics committee in the Governor's Office of Economic Development and International Trade early stage and proof of concept Advanced Industries grant program, and he served on the 2021 Colorado Legislative Redistricting Commission.